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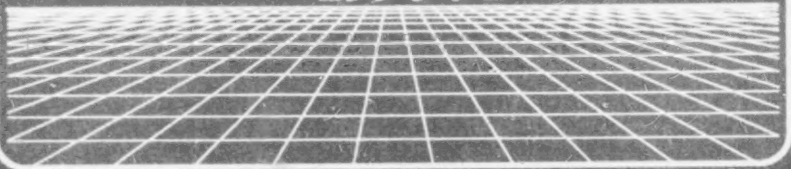
20th Anniversary Edition

RECRUITING TRENDS
1990-91



A Study of Businesses, Industries, Governmental Agencies, and Educational Institutions Employing New College Graduates

by

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Career Development and Placement Services
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Introduction for Recruiting Trends

Since its inception the Recruiting Trends survey has been an invaluable tool to business, government agencies and educational institutions throughout the United States. It has received the recognition and sponsorship of the College Placement Council as one of the most reliable tools for assisting professionals in preparing college placement and recruiting strategies. Educators also have welcomed its information to understand the nuances of the job market for the coming year.

It is important, therefore, that we recognize the services and insights of the primary creator and supporters of this document: Mr. Jack Shingleton, former Director of Placement at Michigan State University, Dr. William Sederburg, State Senator in Michigan and Dr. Patrick Scheetz, Assistant Director of Career Development and Placement Services and Director of the Collegiate Employment Research Institute. It is because of their insights that Michigan State University remains at the cutting edge of developing research on the placement and employment of college graduates. Michigan State University is also indebted to the numerous staff members of Career Development and Placement Services, as well as placement and recruitment professionals nationally, who have provided many hours of their time in helping us prepare this document.

We certainly expect our 20th Anniversary Edition of Recruiting Trends to yield even more information, especially for the college graduates of 1991 who face a challenging job market, and hope it will assist them in making very careful and sound career decisions. I am pleased that Career Development and Placement Services is able to provide Recruiting Trends to the professional and academic community and expect it will continue to evolve into one of the most valuable products in the forecasting of job market trends in the United States. I am also delighted that we are able to provide this information for you and the people you serve.

Sincerely,

Thomas D. Luten
Director, Career Development
and Placement Services

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ACKNOWLEDGMENTS

For the extra efforts extended by so *many employers* who graciously responded to this year's Recruiting Trends survey, I thank you. I wish I could name each of you and thank you personally, but the best I can offer is a listing of your organization in an appendix of this publication. I know that collecting and recording data for this research questionnaire was an extra burden on already heavy schedules. Without your support, this report would not be possible.

A special thanks is also extended to *Sue-Wen Lean*, Graduate Research Assistant of the Collegiate Employment Research Institute, who provided computer programming and statistical analyses for this publication. Since 1987, she has provided very valuable assistance with this and other important research projects of the Institute, but she will soon graduate with her Ph.D. in sociology and wants to continue her research efforts in labor market conditions and demographics. In her future ventures, we wish her the best of success.

Phil Gardner, Ph.D., Research Administrator of the Collegiate Employment Research Institute, was very helpful with development of the final survey instrument, statistical analyses of data, and editing of the final report. For all his perspectives and important contributions, I thank him.

Several members of the Career Development and Placement Services staff at Michigan State University were also helpful with questions for this year's survey and advice on editing of the final report. They included *Mr. Tom Luten, Director; Mr. Tony Rogalski; Mr. Ed Fitzpatrick; Ms. Jennifer Leedy; Ms. Vernicka Tyson; and Lisa Thomas, Ph.D.* For their efforts and late night reading, a special wish of thanks is extended.

Supervision of the clerical staff and student employees was capably accomplished by *Ms. Phyllis Montague*, and huge quantities of data entry were completed by *Ms. Patricia Basrai.* Also contributing with mailing of questionnaires, data entry, and preparation of the final report were: *Mr. Ross Nash, Ms. Sarah Colavincenzo, Ms. Jacqueline Wentz, Mr. Mike Spica, Ms. Catherine Manning, Mr. Steve Usiak, Ms. Lisa Worgul, Ms. Anne Ramirez, Ms. Annette Bernardini, Mr. Brian Breneman, Ms. Katie Slade, Mr. Jason Meyers, and Mr. Andrew Chiplock.*

To those who assisted with this project, but were inadvertently overlooked, I acknowledge that this project could not have been accomplished without help from many others. Thank you to all who assisted.

L. Patrick Scheetz, Ph.D.

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Summary of

RECRUITING TRENDS 1990-91

A Study of 549 Businesses, Industries, Governmental Agencies, and Educational Institutions Employing New College Graduates

This summary of the 20th annual edition of the Recruiting Trends survey reviews the expectations of employers hiring new college graduates for the 1990-91 college labor market. A total of 5,556 employers were invited to participate and represented (1) members of the College Placement Council or a regional placement association, (2) employers registered with Career Development and Placement Services at Michigan State University, (3) employers randomly selected from a list of small businesses in the Standard and Poor's Register, and (4) elementary and secondary school districts listed in the national CIC School Address Directories. Surveys were initially mailed first-class to employers on August 27, 1990, with follow-up reminder notices mailed first-class on October 1, 1990.

Responses were received from 572 organizations (10.3%), and 549 of these were complete enough for statistical analysis purposes. This sample adequately reflects the expectations of organizations recruiting on college and university campuses in 1990-91.

Of this year's respondents, 70.1% were businesses, industries, manufacturing organizations, and service sector employers; 9.5% were local, state, and federal government agencies and the military services; and 20.4% were elementary and secondary school districts. (Page 1)

Special questionnaires were designed for (1) businesses and industries; (2) federal, state, and local government agencies; and (3) elementary and secondary school systems. Each survey was administered separately. Business, industry, and government responses have been combined in this report, while responses from educational institutions have been reported separately.

Questions focused on anticipated changes in hiring trends for new college graduates, expected starting salaries, campus recruiting activities, and other topics of interest to personnel administrators, placement officers, career counselors, faculty, and students. Open-ended questions were included, so surveyed employers could provide comments on topics such as: grade point averages as indicators of future job performance, the attitudes of new college graduates toward work, job titles of positions available to liberal arts graduates, job categories experiencing the most growth in employment, and factors influencing the general job market for new college graduates this year.

Job Opportunities for the Class of 1990-91

Business and industry hiring is expected to be somewhat lower than a year ago, approximately 5.1% less; government employment opportunities are expected to decrease 28.7%; and elementary and secondary school systems are expecting to hire 9.2% fewer new college graduates. The combined decrease in hiring for business, industry, government, and education is expected to be approximately 9.8% this year. (Pages 10-12, 67)

Current economic conditions and Middle East tensions are influencing the decisions of employers who hire new college graduates. The Iraqi invasion of Kuwait and other world political events have many companies wondering about the future. The combination of all these factors is causing many employers to expect a general downturn in the economy. At the state, national, and international levels, employers are generally worried about their organizations. (Pages 63-65)

This uncertainty and negative attitudes about a worsening U.S. economy, a possible recession, and potential armed conflict have caused numerous employers to be conservative in their hiring quotas.

Hiring Quotas for This Year (1990-91)

Although an overall decrease in hiring is expected this year, the job market will vary considerably for different employer categories. Employers expecting to increase the hiring of new college graduates this year include: glass, packaging, and allied products (44.4%); hospitals and health care services (30.3%); automotive and mechanical equipment (17.6%); merchandising and retailing (10.0%); hotels, motels, restaurants, and recreational facilities (5.9%); and banking, finance, and insurance (5.1%). (Pages 10-12)

Expected to remain near last year's levels of hiring are textiles, home furnishings, and apparel manufacturers (4.4%); metals and metal products (2.0%); accounting firms (1.4%); social service, religious, and volunteer organizations (-0.2%); diversified conglomerates (-0.6%); and research and consulting services (-1.1%). (Pages 10-12)

Decreases in hiring quotas for this year are anticipated by agribusiness (-3.8%); construction and building contractors (-5.0%); chemicals, drugs, and allied products (-6.0%); electronics and electrical equipment manufacturers (-7.1%); the military (-7.1%); food and beverage processing (-7.4%); elementary and secondary school systems (-8.6%); tire, rubber, and allied products (-14.4%); aerospace and components (-17.0%); public utilities including transportation (-17.7%); petroleum and allied products (-18.2%); lumber, wood products, and furniture manufacturers (-24.1%); communications and telecommunications (-27.8%); and governmental administration (-28.7%). (Pages 10-12)

Starting Salary Averages and Anticipated Increases

Among surveyed employers, the average annual starting salary expected for bachelor's degree graduates in 1990-91 is $26,458, an increase of $717 (2.8%) over last year's starting salary of $25,741. Expected starting salary offers for advanced degrees include: $38,563 for MBA graduates, a 6.6% increase; $35,634 for master's degree graduates, a 6.5% increase; and $39,591 for doctoral degree graduates, a 4.0% increase. A salary chart is provided at the end of this summary. (Pages 20-23)

Engineering starting salary increases are expected to range from 7 to 8.5% above last year's salaries. Starting salaries anticipated for selected engineering majors are: chemical engineering ($38,114), mechanical engineering ($34,715), electrical engineering ($34,658), computer science ($33,238), and industrial engineering ($32,784). (Pages 20-23)

Expected starting salary offers for other academic majors at the bachelor's degree level are: physics ($30,504); civil engineering ($29,508); nursing ($29,449); chemistry ($29,364); accounting ($27,866); financial administration ($25,869); general business administration ($24,992); geology ($24,636); marketing/sales ($24,273); mathematics ($24,168); personnel administration ($23,863); agriculture ($23,486); communications ($22,882); social science ($22,610); education ($21,662); liberal arts/arts and letters ($21,655); hotel, restaurant, and institutional management ($21,555); advertising ($21,483); telecommunications ($20,499); retailing ($20,360); human ecology/home economics ($20,202); journalism ($19,516); and natural resources ($19,496). (Pages 20-23)

Starting Salary Averages By Employer Group

Starting salary differences were reported by various employer groups. The highest average starting salaries were reported by: diversified conglomerates ($32,833); petroleum and allied products ($32,800); chemicals, drugs, and allied products ($30,641); research and consulting services ($30,533); aerospace and components ($30,345); and public utilities including transportation ($30,322). (Page 20)

Starting salary averages for other employer categories included: tire, rubber, and allied products ($29,900); lumber, wood products, and furniture manufacturers ($29,750); electronics and electrical equipment manufacturers ($29,562); engineering, computer, and professional services ($29,306); metals and metal products ($29,181); food and beverage processing ($28,815); automotive and mechanical equipment ($28,507); glass, packaging, and allied products ($27,417); the military ($27,144); construction and building contractors ($26,750); and accounting firms ($26,100). (Page 20)

Factors Influencing This Year's Job Market

Beside the economy and the Middle East crisis, the growing prospects of a recession (17)* and reduction of the federal budget deficit (20) are drawing employer attention. (Pages 63-65)

The ultimate depth of a recession (17) is predicted as a major factor bearing on new hires, according to surveyed employers. Even the potential of a recession causes reduced hiring goals. A recession would seriously hamper hiring. (Pages 63-65)

Federal budget reduction efforts (20), balance of payments in the world market, national debt, military expenditures, and overall government spending will play a role in the hiring of new graduates by employers. Reduced federal spending translates into few jobs for new graduates; increased budgets yield more jobs. (Pages 63-65)

The general business climate and consumer confidence are not bright at this time. Higher oil prices (7), slower new car sales and home purchases (2), reduced military contracts (2), the savings and loan crisis (1), and fluctuating Wall Street activity (2) are results of the current situation. These are complicated by current interest rates (9) and inflation (7), according to surveyed employers. (Pages 63-65)

Job Categories Experiencing Most Growth

When reporting job categories experiencing the most growth in employment among their organizations, surveyed employers frequently included engineers, computer personnel, and customer services representatives. Other categories included accountants/auditors/tax analysts, computer programmers, data processing technician/ operators, hotel managers/ trainees, human resources managers, management trainees, marketing/ sales representatives, medical technologists, nurses, pharmacists, project managers/superintendents, restaurant managers/ trainees, retail store managers/ trainees, and store operations managers/ trainees. (Page 47)

Influences of Iraqi Invasion of Kuwait On Job Market for New College Graduates

Will the Iraqi invasion of Kuwait, Middle East tensions, and the threat of war have an influence on available job opportunities for new college graduates in 1990-91? (Pages 48-50)

Of 291 surveyed employers responding to this question, 31 organizations (10.6%) anticipated positive influences on job opportunities available for this year (1990-91), 42 employers (14.3%) expected negative outcomes, and 218 employers (74.9%) judged the threat of war to have neither positive nor negative influences on the job market for new college graduates. (Pages 48-50)

*Parenthesis indicate number of responses.

When commenting on influences of this situation, surveyed employers reported that even the threat of war has caused hiring to be very conservative. If matters in the Persian Gulf become more serious, the U.S. economy could stagnate. At the present time, higher gasoline prices, slower new car sales, higher steel prices, and increased defense contracts have resulted. (Pages 48-50)

Qualities Desired in New College Hires

Employers were invited to rate qualities desired in new college graduates who are expected to contribute to their organizations almost immediately. Most important to the the surveyed employers were: dependability, honesty and integrity, the ability to get things done, the desire to accept responsibility, and intelligence. (Page 19)

Next in importance were: common sense, problem-solving skills, interpersonal skills, mental stability, maturity, self-confidence/ poise, decision-making abilities, ambition, flexibility/ adaptability to change, creative thinking skills, motivational abilities, leadership skills, neatness of appearance, diplomacy/tactfulness, speaking abilities, perseverance, staying power and stability with an organization, possession of self-pride, an excellent example for others, writing skills, innovative ideas, time management skills, competitive abilities, mathematical skills, health, team management skills, ability to "go along" with an organization's way of doing things, and computer literacy. (Page 19)

Job Opportunities by Geographical Region

As reported from the experiences and judgment of surveyed employers, only "medium availability" of employment opportunities for new college graduates will exist in any geographical region of the country this year. Those regions receiving a "medium" rating were the northcentral (38.1%), southcentral (29.7%), northwestern (23.1%), southeastern (22.3%), and southwestern (21.2%) regions of the United States. Low availability of jobs for new college graduates is expected in the northeastern (7.8%) region of the United States. (Page 62)

When reporting anticipated changes in hiring, based on mailing addresses of employers and not necessarily when reporting local conditions, surveyed employers in the southcentral region (5.9%) were the only ones expecting an increase. Employers in all other geographical regions of the country were anticipating decreases in hiring quotas this year, when compared to last year's actual hires. Expected changes this year included: the southeastern region (-0.3%); the northwestern region (-2.1%); the northeastern region (-3.6%); the northcentral region (-14.5%); and the southwestern region (-23.8%). (Page 12)

Overseas/International Job Opportunities

Only 26 organizations (8.2%) reported hiring U.S. citizens for positions in overseas locations. Not many (20) will hire new college graduates who are U.S. citizens for overseas assignments. Academic majors sought by these employers are: business, engineering, nursing, computer science, and MBAs. (Pages 5-7, 51)

Hiring U.S. citizens for overseas positions were the military (66.6%); textiles, home furnishings, and apparel manufacturers (25.0%); research and consulting services (25.0%); aerospace and components (18.1%); construction and building contractors (18.1%); communications and telecommunications (18.1%); petroleum and allied products (12.5%); electronics and electrical equipment manufacturers (12.5%); engineering, computer, and professional services (11.7%); metals and metal products (11.1%); and merchandising and retailing (10.5%). (Pages 5-7)

More employers were interested in hiring international/foreign students graduating from U.S. colleges and universities for positions in the United States. A total of 75 employers (22.1%) reported they would be hiring foreign nationals.

Positions available to foreign nationals were in hospitals and health care services (66.6%); research and consulting services (42.8%); automotive and mechanical equipment (36.8%); metals and metal products (36.3%); tire, rubber, and allied products (33.3%); engineering, computer, and professional services (31.5%); hotels, motels, restaurants, and recreational facilities (30.4%); construction and building contractors (30.0%); electronics and electrical equipment manufacturers (29.4%); banking, finance, and insurance (25.9%); petroleum and allied products (25.0%); merchandising and retailing (25.0%); communications and telecommunications (23.0%); and textiles, home furnishings, and apparel manufacturers (20.0%). (Page 51)

Twenty-five organizations (7.9%) expect to hire international/foreign students for overseas job opportunities. According to surveyed employers, overseas job opportunities most often occur in England (United Kingdom), Germany, Italy, other European countries, Japan, Korea, and Latin America. (Page 51)

Percentage of Minorities Hired by Employers

Of 37,933 new college graduates hired by surveyed employers, a total of 4,035 minorities (14.9%) were hired during 1989-90. These minorities included Black/African-Americans, Spanish-Americans, Asian/ Pacific Islanders, and Native Americans. Employer categories hiring the highest percentage of minorities were hospitals and health care services (29.7%); food and beverage processing (23.8%); merchandising and retailing (21.9%); public utilities including transportation (21.9%); the military (21.3%); electronics and electrical equipment manufacturers (18.9%); aerospace and components (17.8%); tire, rubber, and allied products (16.8%); engineering, computer, and professional services (16.8%); textiles, home furnishings, and apparel manufacturers (16.8%); and diversified conglomerates (16.1%). (Pages 10-12)

Percentage of Women Hired by Employers

Among 37,933 new college graduates hired by surveyed employers in 1989-90 were 11,334 women graduates (29.8%). Employer categories hiring the highest percentages of women graduates were hospitals and health care services (72.4%); merchandising and retailing (59.2%); military (48.6%); accounting firms (45.0%); banking, finance, and insurance (44.7%); hotels, motels, restaurants, and recreational facilities (42.6%); food and beverage processing (41.0%); and communications and telecommunications (40.9%). (Pages 10-12)

Percentage of Handicappers Hired by Employers

On the payrolls of 422 organizations reporting salaried personnel data (excluding clerical staff) were 12,219 handicappers (0.2%). The largest numbers of handicappers were employed by government agencies (8,630); metals and metal products firms (869); communications and telecommunications organizations (597); banking, finance, and insurance institutions (412); and diversified conglomerates (300). The military reported 337 handicappers in civilian positions. (Pages 5-7)

Campus Recruitment Activities
Campus Visits, Interviewing Schedules, and Closed Schedules

Employers responding to this year's survey expected a moderate decrease in number of campuses visited for recruiting by their organizations (-4.9%) during 1990-91. Last year, employers had expected a very slight increase in their on-campus visits (0.7%). (Pages 24-25, 78)

However, employers will be arranging 1.4% more interviewing schedules on college campuses they visit. Employers may be concentrating more of their recruitment energies on selected groups of institutions and dropping their presence on other campuses. (Page 26)

Closed interviewing schedules are being used more frequency, according to employers responding to this survey. This year, an increase of 5.9% is expected when surveyed organizations visit campuses for interviewing new college graduates. (Page 26)

Salaried Employees Laid Off By Employers

Of 412 employers reporting salaried employee data, 106 organizations (25.7%) laid off salaried employees during the last year (1989-90). (Page 15)

The greatest number of laid off salaried employees were reported by aerospace and components (7,765); electronics and electrical equipment manufacturers (2,898); and automotive and mechanical equipment (1,328). (Page 15)

Indicating smaller numbers of laid off salaried employees were banking, finance, and insurance (316); petroleum and allied products (275); construction and building contractors (211); communications and telecommunications (154); engineering, computer, and professional services (145); governmental administration (130); merchandising and retailing (61); agribusiness (58); glass, packaging, and allied products (55); lumber, wood products, and furniture manufacturers (51); and textiles, home furnishings, and apparel manufacturers (45). (Page 15)

Sources of New College Graduates Hired

When identifying sources of last year's new college hires, surveyed employers replied that on-campus interviewing was still their best recruitment activity. Approximately 42% of their new hires came from campus interviewing trips. (Page 18)

Next in importance were unsolicited requests from prospective employees. According to surveyed employers, 13% of their new hires came from this source in 1989-90. Candidate activity in this category included sending letters and resumes directly to personnel offices, personally visiting personnel offices, writing to department heads in areas of interest within an organization, and telephoning personnel departments and requesting personal interviews.

Cooperative education, internship, and summer employment programs were the third most effective method for locating new hires last year. This source provided approximately 11% of the surveyed employers' new recruits. Included were internship programs, cooperative education assignments, summer employment, and part-time employment.

Next on the employers' list of important sources for new hires was newspaper and journal advertisements. According to surveyed employers, 10% of their new hires came from this activity.

Career Objectives On Resumes

When including career objectives on resumes, employers suggested wording that will signal a top notch candidate. Employers look for specific career objectives, those stating a definite interest in their field of specialty.

Employers also sought candidates with the willingness to excel and a desire for advancement within an organization (22). Students need to express the desire and motivation to succeed and their ability to participate in a competitive environment. (Page 28)

Grade Point Averages And Other Indicators of Future Job Performance

An inquiry was made of employers regarding their perspective on a new college graduate's undergraduate grade point average as an indicator of future job performance. Of 383 employers responding to this question, 58.4% indicated that a new college graduate's undergraduate grade point average was a good indicator of future job performance in an organization. However, 37.0% disagreed, and 4.4% indicated that it depended upon the position accepted by the new graduate. (Pages 31-33, 80)

According to several employers, grade point averages are merely one of many indicators (30). Others factors include prior work experiences, a desire to excel, motivation to achieve, team player skills, willingness to work, course difficulty, academic credits carried per term, and good study habits.

Well-balanced individuals were preferred by some employers (17). These organizations looked at the new graduate's whole college experience: extra-curricular activities, family responsibilities, sports participation, clubs, leadership positions in campus organizations, and job experiences.

Higher grade point averages may not be predictors of successful employees in some organizations (16). As examples, employers cited sales representative and personnel manager positions. For these assignments, according to surveyed employers, grade point averages have not in the past been indicators of success.

Grades are generally not good indicators of potential success in positions with hospitals, agribusiness firms, retail businesses, and hotel management and restaurant businesses where more people-oriented skills are required.

Common sense, initiative, drive, ambition, strong communication skills, and excellent interpersonal skills do not correlate well to high grade point averages, according to surveyed employers (34). Neither are integrity, cooperation, thinking for themselves, adjusting to the work place, and problem-solving abilities equated to high grade point averages, employers report.

Changing Attitudes and Interests Among College Students

When reporting on changes noted in interests and attitudes among college students, employers mentioned too much concern for money and lack of a strong work ethic. According to employers, money seems to be a larger factor for more new graduates (25). Too few college students have realistic expectations. According to employers, new college graduates who are seeking employment with an organization must prove their worth by being ready and willing to learn and grow. Most want immediate gratification rather than working hard for their rewards. (Pages 33-34, 81)

Recent college graduates have failed to develop a very strong work ethic (16), according to surveyed employers. To quote one employer, new college graduates are "unwilling to do the 'grunt work' to learn the job. They expect to start at the top without 'paying their dues.'" These graduates have a short-term focus and are less willing to make the sacrifices for long-term rewards. They want to perform high level work immediately. (Pages 33-34, 81)

College students may also be overly confident about their unproven skills (6). Another concern of employers was the general lack of career focus among graduates.

Positions Available to Liberal Arts Majors And Other New College Graduates

For new college graduates with liberal arts degrees, employers are likely to assign them to these types of positions: administrative assistant/ trainee/ specialist/ coordinator, computer specialist/ analyst trainee/ programmer, contract associate/ specialist, credit representative/ analyst, customer services/ relations representative, field representative, financial planner/ consultant, human resources officer/ representative, legal para-professional, management trainee/ associate, marketing representative/ associate/ assistant, personnel trainee/ representative/ management trainee/ assistant, planning/ scheduling coordinator, program supervisor, purchasing/ procurement assistant, restaurant assistant manager, retail assistant manager/ manager trainee, or sales representative/ assistant. (Page 38)

Accepting Position of Overqualification To Gain Entrance into an Organizations

According to 64% of the employers, new college graduates should accept an entry level position for which they may be overqualified in order to gain entrance into an organization. From some employers, this may be the only way into their organizations, since most promotions are given to employees within the company. (Pages 39-41)

When commenting on this practice, employers suggested that new graduates can prove they are excellent prospects and worthy of promotions, once they are in an organization. Another employer expressed the idea this way: "The game is on the field; not in the stands." If the new graduate is employed, they have a chance to control their own destiny, but unemployed new graduates have little opportunity to influence anything. (Pages 39-41)

Surveyed employers reported that high performers will be recognized in the short term (26). They can demonstrate their abilities and willingness to work, and they will move up quickly.

Advice for College Freshmen and Sophomores

When advising college freshmen and sophomores on preparation needed for initial work experiences, especially the initial five years on the job, surveyed employers encouraged strong academic preparation and skill building in verbal communications and writing. Their advice also included development of a sound work ethic. Gaining related, practical work experiences was prominent among employer recommendations (103). Internships, summer work assignments, cooperative education positions, and volunteer work experiences were encouraged. (Pages 42-44)

Students should attain the best academic preparation possible, learn as much as they can, and read books other than their text books. Take tougher courses in their field of study to better prepare themselves for the tough job requirements. On the job, they are usually given responsibilities beyond their abilities. They either sink or swim. With extra preparation, they are more apt to be prepared for this challenge.

Learn to write (22), gain interpersonal skills, and verbal communication abilities (48) which are crucial in most jobs. Learn to listen (6).

Leadership experiences and team-building skills were advised (21). Obtain some people skills. Get involved in various extra-curricular activities and campus organizations. Assume positions of greater responsibility and leadership roles wherever possible. Seek projects that will require work in groups or supervision of other people. Improve "meet and deal" skills. Become adept at working with others. Make the most of opportunities available.

New hires should learn their new organization's culture (22). Be aware of dress codes and dress accordingly for the position. Be aware of employer expectations. Establish excellent attendance and performance records, regardless of the assignment. Maintain a positive attitude (14). Be prepared to adapt to change. Do whatever it takes to make positive things happen in the new organization. Develop pride in work products (14).

Turnover Among New Technical and Non-Technical College Hires

According to surveyed employers, turnover for technical and non-technical new college graduates hired by their organizations averaged 5.1% and 9.6%, respectively, during the first year of employment. For new college graduates with technical degrees, turnover in the second and third years of employment averaged 6.4% and 9.2%. For non-technical graduates, turnover in the second and third years of employment averaged 8.8% and 9.0%. For the initial three years of employment, turnover averaged 20.7% for technical graduates and 27.4% for non-technical graduates. (Pages 52-55, 83)

Techniques Used for Reduction of Turnover

A challenge facing many employers of new college graduates is minimizing turnover, so surveyed employers were questioned on their techniques for reduction of turnover. Their suggestions varied from more selective interviews to salary increases and improved benefits. Above all else, employers recommended challenging work for new hires. (Pages 54-55)

One college relations program described their program this way: "We offer different training programs, leisure activities, plant tours, and tuition reimbursement for new hires. Also the personnel office staff are available to new graduates when they need to talk about their jobs, expectations, problems, or other matters of concern. We try to offer challenging work, encourage communication with supervisors, and give timely performance appraisals. All positions are first posted in-house to give our 'new graduates' and other staff the opportunity to progress in their careers."

Assignment of mentors and closer supervision with feedback were other techniques used by participating employers (16). Also advised were better training sessions for managers to listen to new college graduates (5), and resensitizing supervisors to the difficulties of transition from a college campus to the work environment. Recognizing that better communication might help, other employers (3) were encouraging newsletters, communications training sessions for supervisors, and morale building seminars. Follow-up interviews after 90 days of employment were attempted, and active collection of feedback was encouraged.

Job enrichment, greater responsibilities, challenging projects, and more opportunities for growth were also offered by employers (9). Quickly giving responsibility and expanding job tasks were advised. Immediate hands-on experiences were provided, and project responsibilities were assigned almost immediately.

Extensive orientation and training (27) was presented as an option by numerous employers. This was the most popular option of all those listed. A thorough, intensive orientation to community and surrounding organizations was advised. Also recommended was careful selection of site locations for training and especially the permanent location for employment.

Socialization of the new graduate into the work location was identified as crucial. More company social events were recommended. A pleasant office atmosphere was advocated.

Job Opportunities for Career Changers

Will surveyed employers hire individuals who are changing careers after 8-10 years in another profession? Of 333 surveyed employers responding, 222 organizations (66.6%) were willing to hire these individuals. (Pages 57-58)

Most receptive to hiring career changers were tire, rubber, and allied products (100.0%); hospitals and health care services (85.7%); hotels, motels, restaurants, and recreational facilities (84.6%); social service, religious, and volunteer organizations (83.3%); banking, finance, and insurance (81.4%); merchandising and retailing (81.2%); chemicals, drugs, and allied products (77.7%); communications and telecommunications (75.0%); food and beverage processing (75.0%); governmental administration (74.4%); engineering, computer, and professional services (73.6%); research and consulting services (73.3%); the military (66.6%); lumber, wood products, and furniture manufacturers (66.6%); glass, packaging, and allied products (66.6%); public utilities including transportation (64.2%); diversified conglomerates (60.0%); aerospace and components (57.1%); and automotive and mechanical equipment (52.3%).

Positions available to them included accountants/ associates/ controllers/ auditors/ tax, computer programmers, customer services representatives, engineers, hotel operations managers/ management trainees, management trainees/ assistants, nurses, personnel/ human resources/ representative, production/ manufacturing/ production control supervisors, purchasing agents, restaurant managers/ management trainees, sales/ marketing representatives, and store managers/ branch managers/ regional managers.

Drug and AIDS Testing

According to employers responding to this survey, required drug testing of new college graduates exceeded 50%, reaching 59.3% this year. Percentages of employers requiring drug testing in previous years of this study included 47% in 1989-90, 32% in 1988-89, 27% in 1987-88, and 20% in 1986-87. (Pages 61-62, 87)

AIDS testing of new college graduates was required by only 5.4% of the employers responding to this survey. Testing for AIDS in previous years included 4% in 1989-90, 3% in 1988-89 and 2% in 1987-88. (Pages 61-62, 87)

Which category best describes your organization, and how many SALARIED employees (excluding clerical staff) are on the payroll of your organization? The number of responses received for each answer are on the first line and percentages of total on the second line. Responses are listed for each EMPLOYER GROUP.

Size of Organization by
Number of Salaried Employees

Employer
Categories

Frequency Percent	1-99	100-499	500-999	1000-4999	5000-9999	10,000+	Total
Industry	82 14.94	93 16.94	46 8.38	95 17.30	20 3.64	49 8.93	385 70.13
Government	8 1.46	10 1.82	8 1.46	10 1.82	7 1.28	9 1.64	52 9.47
Schools	19 3.46	38 6.92	22 4.01	29 5.28	4 0.73	0 0.00	112 20.40
Total	109 19.85	141 25.68	76 13.84	134 24.41	31 5.65	58 10.56	549 100.00

Observations: Of the 549 employers responding to this year's Recruiting Trends survey, 70.1% were businesses, industries, manufacturing organizations, and service sector employers; 9.5% were local, state, and federal government agencies and the military services; and 20.4% were elementary and secondary school districts.

Organizations with 10,000 or more employees represented 10.6% of the respondents; those with 5,000 to 9,999 employees were 5.7% of the respondents; and organizations with 1,000 to 4,999 employees represented 24.4% of the respondents. Organizations with 500 to 999 employees were represented by 13.8% of the respondents, those with 100 to 499 employees by 25.7% of the respondents, and those with 1 to 99 employees by 19.9% of the respondents.

How many new college graduates were hired last year (1989-90) for professional positions in your organization, and how many new hires are anticipated this year (1990-91)? Responses are listed by MAJOR EMPLOYER CATEGORY.

Change of New Hires from Last Year	Number of Employers	New Hires Last Year	Estimated Change This Year	Percent Change
Employer Type				
Industry	347	32,570	-1,663	-5.1%
Government	39	8,478	-2,436	-28.7%
Schools	88	6,435	-598	-9.2%
Overall Totals	474	47,483	-4,697	-9.8%

Observations: According to surveyed employers, the employment market for new college graduates is expected to decrease (-9.8%). This is the second year in a row with declining hiring quotas. Last year, a decrease of 13.3% was projected.

Decreases were expected in all major employer categories: industry (-5.1%), government (-28.7%), and school systems (-9.8%).

How many new college graduates were hired last year (1989-90) for professional positions in your organization, and how many new hires are anticipated this year (1990-91)? Responses are listed by MAJOR EMPLOYER CATEGORY.

Change of New Hires from Last Year	Number of Employers	New Hires Last Year	Estimated Change This Year	Percent Change
Employer Type				
Accounting	16	7,836	110	1.4%
Aerospace	11	722	-123	-17.0%
Agribusiness	16	548	-21	-3.8%
Automotive	21	2,677	473	17.6%
Finance	34	2,202	113	5.1%
Chemicals	13	493	-30	-6.0%
Communication	16	442	-123	-27.8%
Construction	12	178	-9	-5.0%
Conglomerates	5	2,567	-16	-0.6%
Electronics	25	2,363	-169	-7.1%
Engineering & Prof. Svcs.	25	4,248	-1,924	-45.2%
Food Processing	8	1,153	-86	-7.4%
Packaging	6	36	16	44.4%
Government	39	8,478	-2,436	-28.7%
Hospitals	7	264	80	30.3%
Hotels Motels	26	703	42	5.9%
Wood Products	3	124	-30	-24.1%
Merchandising	21	3,252	327	10.0%
Metals	11	146	3	2.0%
Military	3	181	-13	-7.1%
Petroleum	9	872	-159	-18.2%
Public Utilities	27	636	-113	-17.7%
Consulting Svcs.	18	348	-4	-1.1%
Volunteer Org.	6	362	-1	-0.2%
Textiles	5	134	6	4.4%
Tire & Rubber	3	83	-12	-14.4%
Schools	88	6,435	-598	-9.2%
Overall Totals	474	47,483	-4,697	-9.8%

Observations: A comparison of new college graduates hired last year with anticipated new hires for this year revealed that the job market is expected to decrease overall by 9.8% this year (1990-91).

Caution needs to be taken when interpreting data for individual employer groups, because of occasional small sample sizes. Figures reported best reflect the market for the companies responding to this survey.

Employer categories expecting increases in hiring of new college graduates this year include glass, packaging, and allied products (44.4%); hospitals and health care services (30.3%); automotive and mechanical equipment (17.6%); merchandising and retailing (10.0%); hotels, motels, restaurants, and recreational facilities (5.9%); banking, finance, and insurance (5.1%); textiles, home furnishings, and apparel manufacturers (4.4%); metals and metal products (2.0%); and accounting firms (1.4%).

Decreases in hiring quotas for this year are anticipated by social service, religious, and volunteer organizations (-0.2%); diversified conglomerates (-0.6%); research and consulting services (-1.1%); agribusiness (-3.8%); construction and building contractors (-5.0%); chemicals, drugs, and allied products (-6.0%); electronics and electrical equipment manufacturers (-7.1%); the military (-7.1%); food and beverage processing (-7.4%); elementary and secondary school systems (-8.6%); tire, rubber, and allied products (-14.4%); aerospace and components (-17.0%); public utilities including transportation (-17.7%); petroleum and allied products (-18.2%); lumber, wood products, and furniture manufacturers (-24.1%); communications and telecommunications (-27.8%); governmental administration (-28.7%); engineering, computer, and professional services (-45.2%).

RESPONSES RECEIVED FROM BUSINESSES, INDUSTRIES, AND GOVERNMENTAL AGENCIES for 1990-91

Which category best describes your organization, and how many salaried employees (excluding clerical staff) are on the payroll of your organization? The number of responses received for each answer are on the first line and percentages of total on the second line. Responses are listed by EMPLOYER CATEGORY.

Size of Organization by Number of Salaried Employees

Employer Categories

Frequency Percent	1-99	100-499	500-999	1000-4999	5000-9999	10,000+	Total
Accounting	8 1.83	4 0.92	1 0.23	0 0.00	0 0.00	3 0.69	16 3.66
Aerospace	0 0.00	3 0.69	2 0.46	3 0.69	1 0.23	4 0.92	13 2.97
Agribusiness	4 0.92	2 0.46	3 0.69	7 1.60	0 0.00	1 0.23	17 3.89
Automotive	1 0.23	9 2.06	3 0.69	6 1.37	1 0.23	5 1.14	25 5.72
Finance	5 1.14	10 2.29	3 0.69	10 2.29	6 1.37	3 0.69	37 8.47
Chemicals	2 0.46	4 0.92	1 0.23	4 0.92	1 0.23	1 0.23	13 2.97
Communication	3 0.69	5 1.14	2 0.46	4 0.92	2 0.46	1 0.23	17 3.89
Construction	7 1.60	3 0.69	0 0.00	2 0.46	0 0.00	1 0.23	13 2.97
Conglomerates	0 0.00	0 0.00	0 0.00	2 0.46	1 0.23	3 0.69	6 1.37
Electronics	6 1.37	5 1.14	3 0.69	4 0.92	3 0.69	8 1.83	29 6.64
Engineering & Pr	10 2.29	6 1.37	5 1.14	3 0.69	0 0.00	2 0.46	26 5.95
Food Processing	1 0.23	2 0.46	1 0.23	1 0.23	1 0.23	2 0.46	8 1.83
Packaging	2 0.46	2 0.46	1 0.23	1 0.23	0 0.00	1 0.23	7 1.60
Total	90 20.59	103 23.57	54 12.36	105 24.03	27 6.18	58 13.27	437 100.00

(Continued)

Businesses, Industries, and Governmental Agencies Only

Size of Organization by Number of Salaried Employees

Employer Categories

Frequency Percent	1-99	100-499	500-999	1000-4999	5000-9999	10,000+	Total
Government	8 1.83	10 2.29	8 1.83	10 2.29	7 1.60	9 2.06	52 11.90
Hospitals	1 0.23	6 1.37	0 0.00	3 0.69	0 0.00	0 0.00	10 2.29
Hotels Motels	10 2.29	11 2.52	4 0.92	2 0.46	1 0.23	0 0.00	28 6.41
Wood Products	1 0.23	0 0.00	1 0.23	1 0.23	0 0.00	0 0.00	3 0.69
Merchandising	4 0.92	5 1.14	3 0.69	7 1.60	0 0.00	6 1.37	25 5.72
Metals	5 1.14	1 0.23	0 0.00	5 1.14	0 0.00	1 0.23	12 2.75
Military	0 0.00	0 0.00	0 0.00	3 0.69	1 0.23	0 0.00	4 0.92
Petroleum	2 0.46	1 0.23	1 0.23	2 0.46	1 0.23	3 0.69	10 2.29
Public Utilities	0 0.00	5 1.14	7 1.60	18 4.12	1 0.23	2 0.46	33 7.55
Consulting Svcs.	3 0.69	7 1.60	4 0.92	5 1.14	0 0.00	0 0.00	19 4.35
Volunteer Org.	5 1.14	0 0.00	0 0.00	1 0.23	0 0.00	0 0.00	6 1.37
Textiles	1 0.23	1 0.23	1 0.23	1 0.23	0 0.00	1 0.23	5 1.14
Tire & Rubber	1 0.23	1 0.23	0 0.00	0 0.00	0 0.00	1 0.23	3 0.69
Total	90 20.59	103 23.57	54 12.36	105 24.03	27 6.18	58 13.27	437 100.00

Observations: Responses to this year's survey were received from 437 employers representing businesses, industries, manufacturing organizations, service sector employers, and governmental agencies. Organizations with 1,000 to 4,999 employees represented 24.0% of the respondents; those with 100 to 499 employees represented 23.6% of the respondents; and organizations with 1 to 99 employees represented 20.6% of the respondents. Organizations with 10,000 or more employees represented 13.3% of the respondents; those with 500 to 999 employees represented 12.4% of the respondents; and organizations with 5,000 to 9,999 employees represented 6.2% of the respondents.

How many salaried employees (excluding clerical staff) are currently on the payroll of your organization, how many salaried employees are in overseas locations, and how many are handicappers (i.e. hearing impaired, blind/visually impaired, mobility impaired, mentally retarded, cerebral palsied, or epileptic)? Responses are listed by EMPLOYER CATEGORY.

	Number of Employees			Number of Employees Overseas			Number of Handicappers		
	Number of Employers	Total Employees	Average	Number of Employers	Total Overseas	Percent	Number of Employers	Total	Average
Employer Type									
Accounting	15	61,467	4,098	11	24,205	39.3%	11	9	1
Aerospace	13	152,300	11,715	9	303	0.1%	6	16	3
Agribusiness	16	31,677	1,980	10	41	0.1%	9	92	10
Automotive	23	248,525	10,805	16	67,526	27.1%	10	71	7
Finance	36	146,646	4,074	25	4,612	3.1%	18	412	23
Chemicals	13	38,180	2,937	10	2,195	5.7%	9	40	4
Communication	16	39,169	2,448	13	775	1.9%	8	597	75
Construction	13	34,200	2,631	12	201	0.5%	10	30	3
Conglomerates	6	226,000	37,667	5	2,334	1.0%	1	300	300
Electronics	25	318,441	12,738	16	22,015	6.9%	10	87	9
Engineering & Prof. Svcs.	26	207,431	7,978	23	3,095	1.4%	18	77	4
Food Processing	7	50,396	7,199	4	81	0.1%	2	1	1
Packaging	7	12,287	1,755	6	101	0.8%	2	4	2
Government	52	3,633,408	69,873	46	58,565	1.6%	32	8,630	270
Hospitals	10	8,419	842	7	0	0.0%	2	21	11
Hotels Motels	28	16,352	584	23	254	1.5%	16	55	3
Wood Products	3	5,410	1,803	2	300	5.5%	1	0	0
Merchandising	24	566,098	23,587	12	121	0.0%	9	120	13
Metals	11	30,572	2,779	10	1,055	3.4%	9	869	97
Military	4	12,500	3,125	4	485	3.8%	4	337	84
Petroleum	10	83,098	8,310	6	7,246	8.7%	3	7	2
Public Utilities	33	104,298	3,161	25	1,500	1.4%	11	171	16
Consulting Svcs.	17	14,813	871	14	233	1.5%	11	161	15
Volunteer Org.	6	3,798	633	5	25	0.6%	5	78	16
Textiles	5	33,112	6,622	4	50	0.1%	4	26	7
Tire & Rubber	3	114,855	38,285	2	7	0.0%	2	8	4
Overall Totals	422	6,193,452	14,676	320	197,325	3.1%	223	12,219	55

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Observations: On the payrolls of 422 businesses, industries, and government organizations responding to this question are 6,193,452 salaried employees (excluding clerical staff). Of these, 197,325 (3.1%) are salaried employees in overseas locations. These employers reported 12,219 handicappers (0.2%) (i.e. hearing impaired, blind/visually impaired, mobility impaired, mentally retarded, cerebral palsied, or epileptic).

For purposes of these analyses, government agencies were aggregated into one category, but business and industry employers were divided into several sectors.

Employing the largest number of salaried employees are governmental administration (3,633,408); merchandising and retailing (566,098); electronics and electrical equipment manufacturers (318,441); automotive and mechanical equipment (248,525); diversified conglomerates (226,000); engineering, computer, and professional services (207,431); aerospace and components (152,300); banking, finance, and insurance (146,646); tire, rubber, and allied products (114,855); and public utilities including transportation (104,298).

Other employer categories with large numbers of salaried employees are petroleum and allied products (83,098); accounting firms (61,467); food and beverage processing (50,396); communications and telecommunications (39,169); chemicals, drugs, and allied products (38,180); construction and building contractors (34,200); textiles, home furnishings, and apparel manufacturers (33,112); agribusiness (31,677); metals and metal products (30,572); hotels, motels, restaurants, and recreational facilities (16,352); research and consulting services (14,813); the military (12,500); glass, packaging, and allied products (12,287); hospitals and health care services (8,419); lumber, wood products, and furniture manufacturers (5,410); and social service, religious, and volunteer organizations (3,798).

Employer categories with the highest percentages of salaried employees in overseas locations are accounting firms (39.3%) and automotive and mechanical equipment (27.1%).

Most of the employers reported percentages of salaried employees in overseas locations at the five to ten percent range. Included were petroleum and allied products (8.7%); glass, packaging, and allied products (8.0%); electronics and electrical equipment manufacturers (6.9%); social service, religious, and volunteer organizations (6.0%); chemicals, drugs, and allied products (5.7%); lumber, wood products, and furniture manufacturers (5.5%); and construction and building contractors (5.0%).

Reporting a few salaried employees overseas are the military (3.8%); metals and metal products (3.4%); banking, finance, and insurance (3.1%); communications and telecommunications (1.9%); governmental administration (1.6%); research and consulting services (1.5%); hotels, motels, restaurants, and recreational facilities (1.5%); engineering, computer, and professional services (1.4%); public utilities including transportation (1.4%); aerospace and components (1.0%); diversified conglomerates (1.0%); textiles, home furnishings, and apparel manufacturers (1.0%); food and beverage processing (1.0%); and agribusiness (1.0%).

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The largest numbers of handicappers are employed with governmental administration (8,630); metals and metal products (869); communications and telecommunications (597); banking, finance, and insurance (412); and diversified conglomerates (300). The military reported 337 handicappers in civilian positions.

Employing moderate numbers of handicappers are public utilities including transportation (171); research and consulting services (161); merchandising and retailing (120); agribusiness (92); electronics and electrical equipment manufacturers (87); social service, religious, and volunteer organizations (78); engineering, computer, and professional services (77); automotive and mechanical equipment (71); hotels, motels, restaurants, and recreational facilities (55); and chemicals, drugs, and allied products (40).

Small numbers of handicappers are employed with construction and building contractors (30); textiles, home furnishings, and apparel manufacturers (26); hospitals and health care services (21); aerospace and components (16); accounting firms (9); tire, rubber, and allied products (8); petroleum and allied products (7); glass, packaging, and allied products (4); and food and beverage processing (1).

In the last five years, approximately what change has occurred in the number of salaried employees working for your organization, and what change do you anticipate in the number of salaried employees working for your organization this year (1990-91)? Responses are listed by EMPLOYER CATEGORY

	Change of Salaried Employees Last 5 Yrs			Change of Salaried Employees This Year		
	Number of Employers	Average	Percent Change	Number of Employers	Average	Percent Change
Employer Type						
Accounting	8	11.4	21.2%	11	2.0	2.3%
Aerospace	7	161.4	1.5%	9	2.0	0.0%
Agribusiness	4	-8.8	-2.9%	6	0.5	0.0%
Automotive	11	-19.6	-0.1%	15	78.7	0.8%
Finance	12	147.2	2.6%	19	7.3	0.2%
Chemicals	6	20.5	0.5%	8	6.5	0.1%
Communication	6	-444.2	-9.4%	10	-95.0	-3.4%
Construction	8	-40.7	-5.3%	9	5.8	0.1%
Conglomerates	2	0.0	0.0%	3	0.0	0.0%
Electronics	11	1554.7	19.5%	13	-4.5	-0.0%
Engineering & Prof. Svcs.	15	167.6	10.7%	18	45.5	3.2%
Food Processing	1	0.0	0.0%	2	0.0	0.0%
Packaging	2	1.5	1.9%	3	2.0	1.8%
Government	29	131.6	0.2%	31	-157.0	-0.3%
Hospitals	2	0.0	0.0%	6	-13.3	-2.2%
Hotels Motels	12	129.1	14.5%	13	37.5	3.9%
Wood Products	2	-150.0	-24.7%	1	-50.0	-5.2%
Merchandising	7	77.1	1.5%	14	12.1	0.2%
Metals	5	8.0	13.6%	8	0.2	0.0%
Military	0	.	.	1	0.0	0.0%
Petroleum	3	17.7	0.1%	5	0.2	0.0%
Public Utilities	18	557.9	18.1%	20	73.1	2.2%
Consulting Svcs.	10	110.9	10.8%	13	2.2	0.2%
Volunteer Org.	3	0.0	0.0%	3	0.0	0.0%
Textiles	3	521.7	63.3%	3	0.0	0.0%
Tire & Rubber	2	-35.0	-26.2%	2	0.5	0.5%
Overall Totals	189	200.2	1.7%	246	-6.3	-0.0%

Observations: To gain insight into the numbers of salaried employees working for surveyed employers, these data were collected, since changes in numbers of salaried employees working for an organization might influence hiring intentions of employers.

According to employers responding to this survey, a net increase of 1.7% was reported in numbers of salaried employees working for their organizations in the last five (5) years. This year, surveyed employers do not expect any change in total employees working for their organizations, although some increases and decreases were expected within employer categories.

During the last five years, those organizations with highest increases were textiles, home furnishings, and apparel manufacturers (63.3%); accounting firms (21.2%); electronics and electrical equipment manufacturers (19.5%); public utilities including transportation (18.1%); hotels, motels, restaurants, and recreational facilities (14.5%); metals and metal products (13.6%); research and consulting services (10.8%); and engineering, computer, and professional services (10.7%).

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Experiencing employee growth of less than 5% during the last five years were banking, finance, and insurance (2.6%); glass, packaging, and allied products (1.9%); aerospace and components (1.5%); merchandising and retailing (1.5%); chemicals, drugs, and allied products (0.5%); governmental administration (0.2%); and petroleum and allied products (0.1%).

Reporting no growth in number of salaried employees were diversified conglomerates; the military; hospitals and health care services; food and beverage processing; and social service, religious, and volunteer organizations.

During the last five years, the following employer categories experienced decreases in salaried employees working for their organizations: automotive and mechanical equipment (-0.1%); agribusiness (-2.9%); construction and building contractors (-5.3%); communications and telecommunications (-9.4%); lumber, wood products, and furniture manufacturers (-24.7%); and tire, rubber, and allied products (-26.2%).

This year (1990-91), a few employment areas are expecting increases in the number of salaried employees: hotels, motels, restaurants, and recreational facilities (14.5%); engineering, computer, and professional services (3.2%); accounting firms (2.3%); public utilities including transportation (2.2%); glass, packaging, and allied products (1.8%); automotive and mechanical equipment (0.8%); tire, rubber, and allied products (0.5%); banking, finance, and insurance (0.2%); merchandising and retailing (0.2%); research and consulting services (0.2%); construction and building contractors (0.1%); and chemicals, drugs, and allied products (0.1%).

Anticipating no change in number of salaried employees this year are the military; aerospace and components; petroleum and allied products; agribusiness; electronics and electrical equipment manufacturers; food and beverage processing; metals and metal products; social service, religious, and volunteer organizations; diversified conglomerates; and textiles, home furnishings, and apparel manufacturers.

Expecting decreases in salaried employees are governmental administration (-0.3%); hospitals and health care services (-2.2%); communications and telecommunications (-3.4%); and lumber, wood products, and furniture manufacturers (-5.2%).

How many new college graduates were hired last year (1989-90) by your organization; how many were minorities (Black/African-American, Spanish-American, Asian/ Pacific Islanders, or American Indians); and how many were women? Responses are listed by EMPLOYER CATEGORY.

New Minority Graduates Hired Last Year	Number of Employers	No. of New Graduates Hired	New Minority Graduates		Numb- of Employers	No. of New Graduates Hired	New Women Graduates	
Employer Type			Total Hired	Percent			Total Hired	Percent
Accounting	8	6,466	670	10.3%	15	6,486	2,923	45.0%
Aerospace	9	1,044	186	17.8%	11	1,051	219	20.8%
Agribusiness	7	395	31	7.8%	12	495	89	17.9%
Automotive	15	1,595	249	15.6%	19	1,618	436	26.9%
Finance	19	1,692	264	15.6%	29	1,881	841	44.7%
Chemicals	7	352	46	13.0%	12	493	135	27.3%
Communication	8	208	33	15.8%	10	210	86	40.9%
Construction	5	158	12	7.5%	11	168	23	13.6%
Conglomerates	5	2,567	415	16.1%	5	2,567	707	27.5%
Electronics	14	1,879	357	18.9%	17	1,896	589	31.0%
Engineering & Prof. Svcs.	12	367	62	16.8%	21	483	90	18.6%
Food Processing	4	63	15	23.8%	7	73	30	41.0%
Packaging	.	.	.	.	4	16	5	31.2%
Government	31	5,575	816	14.6%	40	8,657	2,475	28.5%
Hospitals	4	222	66	29.7%	6	250	181	72.4%
Hotels Motels	8	400	57	14.2%	21	698	298	42.6%
Wood Products	2	123	13	10.5%	3	124	28	22.5%
Merchandising	11	1,679	368	21.9%	18	2,581	1,530	59.2%
Metals	7	15	2	13.3%	9	60	20	33.3%
Military	2	75	16	21.3%	4	191	93	48.6%
Petroleum	5	778	118	15.1%	7	785	236	30.0%
Public Utilities	21	637	140	21.9%	26	661	139	21.0%
Consulting Svcs.	10	212	27	12.7%	14	262	65	24.8%
Volunteer Org.	3	360	41	11.3%	4	360	53	14.7%
Textiles	3	101	17	16.8%	5	134	23	17.1%
Tire & Rubber	1	83	14	16.8%	1	83	20	24.0%
Overall Totals	221	27,046	4,035	14.9%	331	32,283	11,334	35.1%

Observations: Of 37,933 new college graduates hired by all surveyed employers responding to this question, a total 4,035 minorities (14.9%) were hired during 1989-90. Employer categories hiring the highest percentages of minorities were hospitals and health care services (29.7%); food and beverage processing (23.8%); merchandising and retailing (21.9%); public utilities including transportation (21.9%); the military (21.3%); electronics and electrical equipment manufacturers (18.9%); aerospace and components (17.8%); tire, rubber, and allied products (16.8%); engineering, computer, and professional services (16.8%); textiles, home furnishings, and apparel manufacturers (16.8%); and diversified conglomerates (16.1%).

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Percentages of minorities among new hires last year in other employer categories included communications and telecommunications (15.8%); banking, finance, and insurance (15.6%); automotive and mechanical equipment (15.6%); petroleum and allied products (15.1%); governmental administration (14.6%); hotels, motels, restaurants, and recreational facilities (14.2%); metals and metal products (13.3%); chemicals, drugs, and allied products (13.0%); research and consulting services (12.7%); social service, religious, and volunteer organizations (11.3%); lumber, wood products, and furniture manufacturers (10.5%); accounting firms (10.3%); agribusiness (7.8%); and construction and building contractors (7.5%).

Surveyed employers hired a total of 37,933 new college graduates in 1989-90. Of these, 11,334 were women graduates (29.8%). Employer categories hiring the highest percentages of women graduates were hospitals and health care services (72.4%); merchandising and retailing (59.2%); military (48.6%); accounting firms (45.0%); banking, finance, and insurance (44.7%); hotels, motels, restaurants, and recreational facilities (42.6%); food and beverage processing (41.0%); and communications and telecommunications (40.9%).

Percentages of women hired by other employer categories included metals and metal products (33.3%); glass, packaging, and allied products (31.2%); electronics and electrical equipment manufacturers (31.0%); petroleum and allied products (30.0%); governmental administration (28.5%); diversified conglomerate (27.5%); chemicals, drugs, and allied products (27.3%); automotive and mechanical equipment (26.9%); research and consulting services (24.8%); tire, rubber, and allied products (24.0%); lumber, wood products, and furniture manufacturers (22.5%); public utilities including transportation (21.0%); aerospace and components (20.8%); engineering, computer, and professional services (18.6%); agribusiness (17.9%); textiles, home furnishings, and apparel manufacturers (17.1%); social service, religious, and volunteer organizations (14.7%); construction and building contractors (13.6%).

How many new college graduates were hired last year (1989-90) by your organization; how many were minorities (Black/African-American, Spanish-American, Asian/ Pacific Islanders, or American Indians); and how many were women? Responses are listed by GEOGRAPHICAL REGION.

New Minority Graduates Hired Last Year	Number of Employers	No. of New Graduates Hired	New Minority Graduates		Number of Employers	No. of New Graduates Hired	New Women Graduates	
			Total Hired	Percent			Total Hired	Percent
Geographical Area								
Northeast	40	9,544	1,252	13.1%	59	9,965	4,284	42.9%
Southeast	21	818	171	20.9%	30	1,545	954	61.7%
Northcentral	101	10,700	1,403	13.1%	169	14,423	4,123	28.5%
Southcentral	23	2,270	437	19.2%	29	2,500	1,020	40.8%
Northwest	9	616	58	9.4%	11	628	110	17.5%
Southwest	23	2,803	705	25.1%	27	2,860	780	27.2%
Overall Totals	217	26,751	4,026	15.0%	325	31,921	11,271	35.3%

Observations: Surveyed employers hiring the highest percentages of minorities among new college graduates in 1989-90 were from the southwestern region (25.1%); the southeastern region (20.9%); and the southcentral region (19.2%).

Surveyed employers hiring the highest percentage of women graduates represented the southeastern region (61.7%); the northeastern region (42.9%); and the southcentral region (40.8%).

Responses are listed by EMPLOYER SIZE.

New Minority Graduates Hired Last Year	Number of Employers	No. of New Graduates Hired	New Minority Graduates		Number of Employers	No. of New Graduates Hired	New Women Graduates	
			Total Hired	Percent			Total Hired	Percent
Employer Size								
1-99	37	174	30	17.2%	76	275	105	38.1%
100-499	49	616	98	15.9%	80	1,037	419	40.4%
500-999	30	638	90	14.1%	43	970	320	32.9%
1000-4999	59	3,828	555	14.4%	79	4,795	1,466	30.5%
5000-9999	14	1,556	308	19.7%	17	1,623	696	42.8%
10,000+	32	20,234	2,954	14.5%	36	23,583	8,328	35.3%
Overall Totals	221	27,046	4,035	14.9%	331	32,283	11,334	35.1%

Observations: Employers hiring the highest percentage of minority graduates represented the following employer sizes: 5,000 to 9,999 employees (19.7%); 1 to 99 employees (17.2%); and 100 to 499 employees (15.9%).

Surveyed employers hiring the highest percentage of women graduates represented the following employer sizes: 5,000 to 9,999 employees (42.8%); 100 to 499 employees (40.4%); 1 to 99 employees (38.1%); 10,000 or more employees (35.3%); 500 to 999 employees (32.9%); and 1,000 to 4,999 employees (30.5%).

Did your organization hire foreign nationals last year (1989-90) for positions in the United States, and did your organization hire U.S. citizens last year (1989-90) for positions in overseas locations? Responses are listed by EMPLOYER CATEGORY.

	Hire Foreign Nationals Last Year				Hire U.S. Citizens for Overseas Loc.			
	Yes		No		Yes		No	
	Number of Employers	Percent	Number of Employers	Percent	Number of Employers	Percent	Number of Employers	Percent
Employer Type								
Accounting	2	13.3%	13	86.6%	.	.	13	100.0%
Aerospace	.	.	12	100.0%	2	18.1%	9	81.8%
Agribusiness	2	14.2%	12	85.7%	1	7.6%	12	92.3%
Automotive	7	36.8%	12	63.1%	1	5.5%	17	94.4%
Finance	7	25.9%	20	74.0%	.	.	24	100.0%
Chemicals	2	16.6%	10	83.3%	.	.	12	100.0%
Communication	3	23.0%	10	76.9%	2	18.1%	9	81.8%
Construction	3	30.0%	7	70.0%	2	18.1%	9	81.8%
Conglomerates	.	.	2	100.0%	.	.	3	100.0%
Electronics	5	29.4%	12	70.5%	2	12.5%	14	87.5%
Engineering & Prof. Svcs.	6	31.5%	13	68.4%	2	11.7%	15	88.2%
Food Processing	.	.	6	100.0%	.	.	4	100.0%
Packaging	.	.	5	100.0%	.	.	7	100.0%
Government	7	17.0%	34	82.9%	3	7.3%	38	92.6%
Hospitals	4	66.6%	2	33.3%	.	.	5	100.0%
Hotels Motels	7	30.4%	16	69.5%	.	.	22	100.0%
Wood Products	.	.	3	100.0%	.	.	2	100.0%
Merchandising	4	25.0%	12	75.0%	2	10.5%	17	89.4%
Metals	4	36.3%	7	63.6%	1	11.1%	8	88.8%
Military	.	.	2	100.0%	2	66.6%	1	33.3%
Petroleum	2	25.0%	6	75.0%	1	12.5%	7	87.5%
Public Utilities	2	6.8%	27	93.1%	1	4.3%	22	95.6%
Consulting Svcs.	6	42.8%	8	57.1%	3	25.0%	9	75.0%
Volunteer Org.	.	.	6	100.0%	.	.	6	100.0%
Textiles	1	20.0%	4	80.0%	1	25.0%	3	75.0%
Tire & Rubber	1	33.3%	2	66.6%	.	.	3	100.0%
Overall Totals	75	22.1%	263	77.8%	26	8.2%	291	91.7%

Observations: Of 338 organizations responding to this question, 75 employers (22.1%) hired foreign nationals for positions in their organizations. Of 317 employers responding, 26 employers (8.2%) hired U.S. citizens for positions in their overseas locations.

Most often hiring foreign nationals for positions were hospitals and health care services (66.6%); research and consulting services (42.8%); automotive and mechanical equipment (36.8%); metals and metal products (36.3%); tire, rubber, and allied products (33.3%); engineering, computer, and professional services (31.5%); hotels, motels, restaurants, and recreational facilities (30.4%); construction and building contractors (30.0%); electronics and electrical equipment manufacturers (29.4%); banking, finance, and insurance (25.9%); petroleum and allied products (25.0%); merchandising and retailing (25.0%); communications and telecommunications (23.0%); and textiles, home furnishings, and apparel manufacturers (20.0%).

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Less frequently hiring foreign nationals for positions were governmental administration (17.0%); chemicals, drugs, and allied products (16.6%); agribusiness (14.2%); accounting firms (13.3%); and public utilities including transportation (6.8%).

All other employer categories reported no hiring of U.S. citizens for positions in overseas locations of their organizations.

Most often hiring U.S. citizens for positions in overseas locations last year were the military (66.6%); textiles, home furnishings, and apparel manufacturers (25.0%); research and consulting services (25.0%); aerospace and components (18.1%); construction and building contractors (18.1%); communications and telecommunications (18.1%); petroleum and allied products (12.5%); electronics and electrical equipment manufacturers (12.5%); engineering, computer, and professional services (11.7%); metals and metal products (11.1%); and merchandising and retailing (10.5%).

Less frequently hiring U.S. citizens for positions overseas were agribusiness (7.6%); governmental administration (7.3%); automotive and mechanical equipment (5.5%); and public utilities including transportation (4.3%).

All other employer categories reported no hiring of U.S. citizens for positions in overseas locations of their organizations.

Within the last year (1989-90), how many salaried employees were laid off by your organization? Responses are listed by EMPLOYER CATGORY.

	Layoff of Salaried Employees		
	Number of Employers	Layoff Employees	Average
Employer Type			
Accounting	2	20	10
Aerospace	5	7,765	1,553
Agribusiness	4	58	15
Automotive	7	1,328	190
Finance	7	316	45
Chemicals	2	11	6
Communication	5	154	31
Construction	7	211	30
Conglomerates	0	.	.
Electronics	8	2,898	362
Engineering & Prof. Svcs.	10	145	15
Food Processing	0	.	.
Packaging	3	55	18
Government	5	130	26
Hospitals	0	.	.
Hotels Motels	2	16	8
Wood Products	2	51	26
Merchandising	5	61	12
Metals	3	15	5
Military	0	.	.
Petroleum	2	275	138
Public Utilities	3	10	3
Consulting Svcs.	3	25	8
Volunteer Org.	0	.	.
Textiles	2	45	23
Tire & Rubber	1	18	18
Overall Totals	88	13,607	155

Observations: Of 412 employers responding to this question, 106 organizations (25.7%) laid off salaried employees during the last year (1989-90).

The greatest number of laid off salaried employees were reported by aerospace and components (7,765); electronics and electrical equipment manufacturers (2,898); and automotive and mechanical equipment (1,328).

Indicating moderate numbers of laid off salaried employees were banking, finance, and insurance (316); petroleum and allied products (275); construction and building contractors (211); communications and telecommunications (154); engineering, computer, and professional services (145); governmental administration (130); merchandising and retailing (61); agribusiness (58); glass, packaging, and allied products (55); lumber, wood products, and furniture manufacturers (51); and textiles, home furnishings, and apparel manufacturers (45).

Small numbers of lay offs were tallied by research and consulting services (25); accounting firms (20); tire, rubber, and allied products (18); hotels, motels, restaurants, and recreational facilities (16); metals and metal products (15); chemicals, drugs, and allied products (11); and public utilities including transportation (10).

No laid off salaried employees were identified by hospitals and health care services; diversified conglomerate; social service, religious, and volunteer organizations; food and beverage processing; and the military.

How many new college graduates were hired last year (1989-90) for professional positions in your organization, and how many new hires are anticipated this year (1990-91)? Responses are listed by EMPLOYER CATGORY.

Change of New Hires from Last Year	Number of Employers	New Hires Last Year	Estimated Change This Year	Percent Change
Employer Type				
Accounting	16	7,836	110	1.4%
Aerospace	11	722	-123	-17.0%
Agribusiness	16	548	-21	-3.8%
Automotive	21	2,677	473	17.6%
Finance	34	2,202	113	5.1%
Chemicals	13	493	-30	-6.0%
Communication	16	442	-123	-27.8%
Construction	12	178	-9	-5.0%
Conglomerates	5	2,567	-16	-0.6%
Electronics	25	2,363	-169	-7.1%
Engineering & Prof. Svcs.	25	4,248	-1,924	-45.2%
Food Processing	8	1,153	-86	-7.4%
Packaging	6	36	16	44.4%
Government	39	8,478	-2,436	-28.7%
Hospitals	7	264	80	30.3%
Hotels Motels	26	703	42	5.9%
Wood Products	3	124	-30	-24.1%
Merchandising	21	3,252	327	10.0%
Metals	11	146	3	2.0%
Military	3	181	-13	-7.1%
Petroleum	9	872	-159	-18.2%
Public Utilities	27	636	-113	-17.7%
Consulting Svcs.	18	348	-4	-1.1%
Volunteer Org.	6	362	-1	-0.2%
Textiles	5	134	6	4.4%
Tire & Rubber	3	83	-12	-14.4%
Overall Totals	386	41,048	-4,099	-9.9%

Observations: According to surveyed employers, the job market for new college graduates seeking job opportunities in business, industry, and government this year (1990-91) is expected to decline (-9.9%) when compared to hiring of one year ago.

Employer categories expecting substantial increases in hiring of new college graduates, even if the overall market is decreasing, include the following: glass, packaging, and allied products (44.4%); hospitals and health care services (30.3%); and automotive and mechanical equipment (17.6%).

Hiring increases at the moderate level are expected by merchandising and retailing (10.0%); hotels, motels, restaurants, and recreational facilities (5.9%); banking, finance, and insurance (5.1%); textiles, home furnishings, and apparel manufacturers (4.4%); metals and metal products (2.0%); and accounting firms (1.4%).

Decreases in hiring quotas are anticipated for social service, religious, and volunteer organizations (-0.2%); diversified conglomerates (-0.6%); research and consulting services (-1.1%); agribusiness (-3.8%); construction and building contractors (-5.0%); chemicals, drugs, and allied products (-6.0%); electronics and electrical equipment manufacturers (-7.1%); the military (-7.1%); food and beverage processing (-7.4%); tire, rubber, and allied products (-14.4%); aerospace and components (-17.0%); public utilities including transportation (-17.7%); petroleum and allied products (-18.2%); lumber, wood products, and furniture manufacturers (-24.1%); communications and telecommunications (-27.8%); governmental administration (-28.7%); and engineering, computer, and professional services (-45.2%).

How many new college graduates were hired last year (1989-90) for professional positions in your organization, and how many new hires are anticipated this year (1990-91)? Responses are listed by GEOGRAPHICAL REGION.

Change of New Hires from Last Year	Number of Employers	New Hires Last Year	Estimated Change This Year	Percent Change
Geographical Area				
Northeast	66	10,743	-392	-3.6%
Southeast	35	1,904	-6	-0.3%
Northcentral	197	21,848	-3,171	-14.5%
Southcentral	35	3,110	185	5.9%
Northwest	13	753	-16	-2.1%
Southwest	33	2,328	-556	-23.8%
Overall Totals	379	40,686	-3,956	-9.7%

Observations: Surveyed employers in the southcentral region (5.9%) are the only ones reporting anticipated increases in hiring. Employers in all other geographical regions of the country are anticipating decreases in hiring quotas this year. When compared to last year's actual hires, changes this year include: the southeastern region (-0.3%); the northwestern region (-2.1%); the northeastern region (-3.6%); the northcentral region (-14.5%); and the southwestern region (-23.8%).

Responses are listed by EMPLOYER SIZE.

Change of New Hires from Last Year	Number of Employers	New Hires Last Year	Estimated Change This Year	Percent Change
Employer Size				
1-99	87	272	-10	-3.6%
100-499	91	1,152	-2	-0.1%
500-999	44	1,020	208	20.3%
1000-4999	94	5,525	-402	-7.2%
5000-9999	24	2,263	-377	-16.6%
10,000+	46	30,816	-3,516	-11.4%
Overall Totals	386	41,048	-4,099	-9.9%

Observations: Surveyed employers with 500 to 999 employees (20.3%) are the only ones reporting anticipated increases in hiring. All other sizes of employers anticipate decreases: employers with 100 to 499 employees (-0.1%); employers with 1 to 99 employees (-3.6%); employers with 1,000 to 4,999 employees (-7.2%); organizations with 10,000 or more employees (-11.4%); and employers with 5,000 to 9,999 employees (-16.6%).

Responses by DEGREE LEVEL.

Hiring quotas will vary depending on degree levels. Anticipated changes include: master's degree graduates (2.0%); bachelor's degree graduates (-6.6%), MBA graduates (-11.1%), and doctoral degree graduates (-0.5%).

What percent of new college graduates hired last year (1989-90) by your organization were from the following sources? Responses are listed by EMPLOYER CATEGORY.

	Hiring Sources	
	Number of Employers	Average
On-campus Interviewing	373	42.2%
Listings, Referrals from Placement Off.	373	5.7%
Campus Referrals	373	3.1%
Listings, Referrals from Emp. Agencies	373	2.3%
Referrals from Employees of Your Org.	373	5.1%
Co-op, Internship Programs	373	11.2%
Want Ads	373	10.4%
Unsolicited Requests from Pros. Employee	373	12.5%
Other	373	6.6%

Observations: When identifying sources of last year's new college hires, surveyed employers suggested that on-campus interviewing was their best recruitment activity, since 42.2% of their new hires came from campus interviewing trips.

Unsolicited requests from prospective employees provided 12.5% of the employers' new hires in 1989-90. Candidate activity in this category included sending letters and resumes directly to personnel offices, personally visiting personnel offices, writing to department heads in areas of interest within an organization, and telephoning personnel departments and requesting personal interviews.

Cooperative education, internship, and summer employment programs were the third most effective method for locating new hires last year. This source provided 11.2% of the surveyed employers' new recruits. Included were internship programs, cooperative education assignments, summer employment, and part-time employment.

Next on the employers' list of important sources for new hires was newspaper and journal advertisements. According to surveyed employers, 10.4% of their new hires came from this activity.

Job listings posted with college placement offices and candidate referrals from this source provided 5.7% of the new college graduates hired by surveyed employers last year.

Referrals from current employees of surveyed organizations provided 5.1% of new hires.

Applicant referrals from campus organizations, college faculty and staff, minority career programs, women's career programs, and high demand major programs were successful for 3.1% of last year's new hires, and job listings posted with employment agencies (2.3%) provided a few prospects.

What qualities do you seek when hiring new college graduates who are expected to contribute to professional success in your organization? Responses are listed from BUSINESSES, INDUSTRIES, AND GOVERNMENTAL AGENCIES.

Observations: When rating qualities desired in new college graduates who are expected to contribute to the professional success of their organizations, surveyed employers provided the following list:

Always Important:

Dependability
Honesty and integrity
Ability to get things done
Desire to accept responsibility
Intelligence

Almost Always Important:

Common sense
Problem-solving skills
Interpersonal skills
Mental stability
Maturity
Self-confidence/ poise
Decision-making abilities
Ambition
Flexibility/ adaptability to change
Creative thinking skills
Motivational abilities
Leadership skills
Neatness of appearance
Diplomacy/tactfulness
Speaking abilities
Perseverance
Staying power and stability with an organization
Possession of self-pride
An excellent example for others
Writing skills
Innovative ideas
Time management skills
Competitive abilities
Mathematical skills
Healthy (physically)
Team management skills
Ability to "go along" with an organization's way of doing things
Computer literacy

Sometimes Important:

Tactical and strategic planning skills
Willingness to relocate
Entrepreneurial spirit
Physical fitness
Ability to delegate to others
Willingness to continue their education
Interests in current events
Candidate's prior knowledge of an organization
Budgeting abilities
Financial planning skills
Ability to work in close quarters
Attitudes toward their own family
Youthfulness

Seldom Important:

Foreign language competencies
Overseas travel interests

What was the average annual starting salary paid by your organization to new bachelor's degree graduates hired last year (1989-90), and what average annual starting salary do you expect to offer new bachelor's degree graduates hired by your organization this year (1990-91)? Responses are listed by EMPLOYER CATEGORY.

	Starting Salary for B.A. Last Year		Starting Salary for B.A. This Year		Change from Last Year
Employer Type	Number of Employers	Average	Number of Employers	Average	Percent
Accounting	12	$26,007	12	$26,100	0.4
Aerospace	13	$29,494	13	$30,345	2.9
Agribusiness	15	$23,270	15	$24,253	4.2
Automotive	21	$27,852	20	$28,507	2.4
Finance	33	$24,338	33	$24,730	1.6
Chemicals	8	$28,836	8	$30,641	6.3
Communication	13	$25,323	15	$25,123	-0.8
Construction	9	$25,456	8	$26,750	5.1
Conglomerates	6	$31,759	6	$32,833	3.4
Electronics	22	$28,541	22	$29,562	3.6
Engineering & Prof. Svcs.	22	$28,788	16	$29,306	1.8
Food Processing	6	$28,117	6	$28,815	2.5
Packaging	6	$26,833	6	$27,417	2.2
Government	49	$23,654	48	$24,226	2.4
Hospitals	10	$22,797	10	$24,261	6.4
Hotels Motels	23	$19,817	23	$20,786	4.9
Wood Products	3	$28,333	2	$29,750	5.0
Merchandising	22	$19,860	22	$20,295	2.3
Metals	8	$28,141	8	$29,181	3.7
Military	4	$26,063	4	$27,144	4.1
Petroleum	8	$31,446	8	$32,800	4.3
Public Utilities	28	$28,781	26	$30,322	5.4
Consulting Svcs.	14	$29,101	15	$30,533	4.9
Volunteer Org.	3	$17,933	5	$19,960	11.3
Textiles	4	$24,262	4	$24,587	1.3
Tire & Rubber	1	$31,400	2	$29,900	-4.8
Overall Totals	363	$25,741	357	$26,458	2.8

Observations: The average annual starting salary expected for bachelor's degree graduates in 1990-91 is $26,458, an increase of $717 (2.8%) over last year's starting salary of $25,741. Employer categories expecting the highest average starting salaries were diversified conglomerate ($32,833); petroleum and allied products ($32,800); chemicals, drugs, and allied products ($30,641); research and consulting services ($30,533); aerospace and components ($30,345); and public utilities including transportation ($30,322).

The employer categories expecting the greatest percentage of increase in starting salaries from last year to this year were social service, religious, and volunteer organizations (11.3%); hospitals and health care services (6.4%); chemicals, drugs, and allied products (6.3%); public utilities including transportation (5.4%); construction and building contractors (5.1%); lumber, wood products, and furniture manufacturers (5.0%); research and consulting services (4.9%); and hotels, motels, restaurants, and recreational facilities (4.9%).

Starting salary averages for other employer categories included tire, rubber, and allied products ($29,900); lumber, wood products, and furniture manufacturers ($29,750); electronics and electrical equipment manufacturers ($29,562); engineering, computer, and professional services ($29,306); metals and metal products ($29,181); food and beverage processing ($28,815); automotive and mechanical equipment ($28,507); glass, packaging, and allied products ($27,417); the military ($27,144); construction and building contractors ($26,750); and accounting firms ($26,100).

What was the average annual starting salary paid by your organization to new bachelor's degree graduates hired last year (1989-90), and what average annual starting salary do you expect to offer new bachelor's degree graduates hired by your organization this year (1990-91)?

Responses are listed by BY GEOGRAPHICAL REGION.

	Starting Salary for B.A. Last Year		Starting Salary for B.A. This Year		Change from Last Year
	Number of Employers	Average	Number of Employers	Average	Percent
Geographical Regions					
Northeast	59	$27,131	57	$27,882	2.8
Southeast	36	$24,191	38	$25,225	4.3
Northcentral	187	$25,320	185	$25,993	2.7
Southcentral	34	$25,195	33	$25,448	1.0
Northwest	10	$24,438	9	$26,586	8.8
Southwest	31	$28,045	29	$28,812	2.7
Overall Totals	357	$25,705	351	$26,413	2.8

Observations: For purposes of these analyses, employers reported starting salaries for their new employees, regardless of their location throughout the United States. Starting salaries are expected to vary for different geographical regions where new graduates are employed. The highest starting salaries for 1990-91 are expected from the southwestern region ($28,812), the northeastern region ($27,882), and the northwestern region ($26,586), and the lowest salaries are expected from the northcentral region ($25,993), the southcentral region ($25,448), and the southeastern region ($25,225).

The greatest percentage of increase in starting salaries are expected from the northwestern region (8.8%) and the southeastern region (4.3%).

Responses are listed by EMPLOYER SIZE.

	Starting Salary for B.A. Last Year		Starting Salary for B.A. This Year		Change from Last Year
	Number of Employers	Average	Number of Employers	Average	Percent
Employer Sizes					
1-99	67	$23,343	71	$23,719	1.6
100-499	85	$24,976	83	$26,027	4.2
500-999	50	$25,966	47	$26,764	3.1
1000-4999	91	$27,169	89	$28,062	3.3
5000-9999	23	$25,832	24	$26,785	3.7
10,000+	47	$27,493	43	$27,979	1.8
Overall Totals	363	$25,741	357	$26,458	2.8

The average annual starting salary for a new bachelor's degree graduate varied by size of an organization. Larger organizations generally paid higher salaries. The highest starting salaries are expected this year from organizations employing 10,000 or more employees ($27,979), and the lowest are expected from organizations with 1 to 99 employees ($23,719).

The greatest percentage of increase in starting salaries is expected from employers with 100 to 499 employees (4.2%).

What change is anticipated this year (1990-91) in starting salaries for new college graduates hired by your organization with the following academic majors and degree levels? Responses are listed by ACADEMIC MAJORS.

	Anticipated Salary Change	
	Number of Employers	Percent
Academic Majors		
Agriculture	21	3.0%
Natural Resources	9	2.3%
Accounting	98	2.8%
Financial Admin	48	2.2%
General Bus Admin	74	2.8%
Hotel Rest Inst Mgt	24	3.9%
Marketing	51	3.1%
Personnel Admin	45	3.3%
Advertising	13	2.3%
Communications	30	4.7%
Journalism	14	2.1%
Telecommunications	16	3.0%
Education	11	2.0%
Chemical Engr	47	8.1%
Civil Engr	44	7.9%
Computer Science	70	8.3%
Electrical Engr	99	7.5%
Industrial Engr	47	7.4%
Mechanical Engr	99	7.9%
Human Ecol/Home Economics	8	2.5%
Liberal Arts/Humanities	40	5.8%
Chemistry	28	6.8%
Geology	14	5.0%
Mathematics	31	6.5%
Physics	25	6.0%
Nursing	23	8.3%
Retailing	14	5.0%
Social Sciences	21	6.1%

Observations: This table represents the starting salary increases expected by employers who will be hiring the academic majors listed. Starting salary offers for new bachelor's degree graduates are expected to vary substantially between academic majors. Highest among anticipated increases for new graduates this year (1990-91) will be computer science (8.3%); nursing (8.3%); chemical engineering (8.1%); mechanical engineering (7.9%); civil engineering (7.9%); electrical engineering (7.5%); and industrial engineering (7.4%).

Substantial starting salary increases are also expected for chemistry (6.8%); mathematics (6.5%); social science (6.1%); physics (6.0%); liberal arts/-humanities (5.8%); retailing (5.0%); geology (5.0%); communications (4.7%); and hotel, restaurant, and institutional management (3.9%).

Moderate increases are anticipated for personnel administration (3.3%); marketing (3.1%); telecommunications (3.0%); agriculture (3.0%); general business administration (2.8%); accounting (2.8%); human ecology/ home economics (2.5%); natural resources (2.3%); advertising (2.3%); financial administration (2.2%); and journalism (2.1%).

Starting salary increases greater than overall bachelor's degree averages are expected for women graduates (6.9%), minority graduates (6.7%), and handicapper graduates (6.5%). Also expecting substantial increases are MBA graduates (6.6%), master's degree graduates (6.5%), and doctoral degree graduates (4.0%).

	Anticipated Salary Change	
	Number of Employers	Percent
Types of Graduates		
Women Graduates with B.A.	125	6.9%
Minority Graduates with B.A.	111	6.7%
Handicapper Graduates with B.A.	70	6.5%
Master Graduates	90	6.5%
MBA Graduates	66	6.6%
Doctoral Graduates	86	4.0%

ESTIMATED STARTING SALARIES
FOR NEW COLLEGE GRADUATES
of 1990-91

Bachelor's Degree Graduates

Academic Majors	Estimated %Change	Estimated Starting Salary for 1990-91*
Chemical Engineering	8.1%	$38,114
Mechanical Engineering	7.9%	$34,715
Electrical Engineering	7.5%	$34,658
Computer Science	8.3%	$33,238
Industrial Engineering	7.4%	$32,784
Physics	6.0%	$30,504
Civil Engineering	7.9%	$29,508
Nursing	8.3%	$29,449
Chemistry	6.8%	$29,364
Accounting	2.8%	$27,866
Financial Administration	2.2%	$25,869
General Business Admin.	2.8%	$24,992
Geology	5.0%	$24,636
Marketing/Sales	3.1%	$24,273
Mathematics	6.5%	$24,168
Personnel Administration	3.3%	$23,863
Agriculture	3.0%	$23,486
Communications	4.7%	$22,882
Social Science	6.1%	$22,610
Education	4.9%	$21,662
Liberal Arts/Arts & Letters	5.8%	$21,655
Hotel, Rest. Inst. Mgt.	3.9%	$21,555
Advertising	2.3%	$21,483
Telecommunications	3.0%	$20,499
Retailing	5.0%	$20,360
Human Ecology/Home Economics	2.5%	$20,202
Journalism	2.1%	$19,516
Natural Resources	2.3%	$19,496

Averages for Graduate Degree Levels:

MBA	6.6%	$38,563
Masters	6.5%	$35,634
Ph.D.	4.0%	$39,591

*Source: When calculating estimated starting salary averages for 1990-91, average annual starting salaries for 1989-90 from: Fitzpatrick, Edwin B. 1990. Salary Report 1989-90. East Lansing, Michigan: Career Development and Placement Services, Michigan State University, and College Placement Council. 1990. Salary Survey for 1989-90, September. Bethlehem, PA.: College Placement Council, Inc.

Observations: Highest among starting salaries this year for new college graduates at the bachelor's degree level are chemical engineering ($38,114), mechanical engineering ($34,715), electrical engineering ($34,658), computer science ($33,238), industrial engineering ($32,784), physics, civil engineering ($29,508), nursing ($29,449), and chemistry ($29,364). The greatest increases in starting salary offers this year are for computer science (8.3%), nursing (8.3%), chemical engineering (8.1%), mechanical engineering (7.9%), civil engineering (7.9%), electrical engineering (7.5%), and industrial engineering (7.4%).

How many campuses were visited by your organization for recruiting last year (1989-90), and how many campuses does your organization expect to visit this year (1990-91)? Responses are listed by EMPLOYER CATEGORY.

Observations: Employers responding to this year's survey expected a moderate decrease in number of campuses visited (-4.9%). Last year, employers had expected to increase their on-campus visits by 0.7%.

Campus Visits	Change from Last Year Percent
Employer Type	
Accounting	-7.1
Aerospace	-26.4
Agribusiness	11.9
Automotive	-26.7
Finance	-21.0
Chemicals	12.4
Communication	10.8
Construction	-10.2
Conglomerates	-11.5
Electronics	-12.1
Engineering & Prof. Svcs.	-0.1
Food Processing	39.1
Packaging	5.0
Government	-1.8
Hospitals	6.1
Hotels Motels	-2.2
Wood Products	0.0
Merchandising	14.2
Metals	-10.0
Military	20.3
Petroleum	-13.5
Public Utilities	-5.6
Consulting Svcs.	3.3
Volunteer Org.	20.3
Textiles	-5.1
Tire & Rubber	-6.7
Overall Totals	-4.9

The greatest increases in campus visits are expected from food and beverage processing (39.1%); military (20.3%); social service, religious, and volunteer organizations (20.3%); merchandising and retailing (14.2%); chemicals, drugs, and allied products (12.4%); agribusiness (11.9%); and communications and telecommunications (10.8%).

Moderate increases in the number of campus visits are expected from hospitals and health care services (6.1%); glass, packaging, and allied products (5.0%); and research and consulting services (3.3%).

No changes in the number of campus visits is expected for lumber, wood products, and furniture manufacturers (0.0%); and engineering, computer, and professional services (-0.1%).

Those organizations expecting decreases in the number of campus visits are governmental administration (-1.8%); hotels, motels, restaurants, and recreational facilities (-2.2%); textiles, home furnishings, and apparel manufacturers (-5.1%); public utilities including transportation (-5.6%); tire, rubber, and allied products (-6.7%); accounting firms (-7.1%); metals and metal products (-10.0%); construction and building contractors (-10.2%); diversified conglomerate (-11.5%); electronics and electrical equipment manufacturers (-12.1%); petroleum and allied products (-13.5%); banking, finance, and insurance (-21.0%); aerospace and components (-26.4%); and automotive and mechanical equipment (-26.7%).

Campus visiting activity will vary by size of organization. Expecting to increase their campus visits are organizations with 500 to 999 employees (7.7%) and employers with 1 to 99 employees (1.1%). Decreases in campus visits are expected by organizations with 10,000 or more employees (-2.0%), employers with 100 to 499 employees (-2.1%), employers with 1,000 to 4,999 employees (-3.9%), and employers with 5,000 to 9,999 employees (-7.7%).

How many total interviewing schedules were arranged by your organization when recruiting last year (1989-90) on college campuses, and how many interviewing schedules does your organization expect to arrange this year (1990-91)? Responses are listed by EMPLOYER CATEGORY.

Interview Schedules	Change from Last Year
	Percent
Employer Type	
Accounting	-9.2
Aerospace	-20.7
Agribusiness	32.9
Automotive	-20.5
Finance	-3.1
Chemicals	20.7
Communication	16.8
Construction	-16.3
Conglomerates	-2.1
Electronics	-11.4
Engineering & Prof. Svcs.	5.7
Food Processing	39.1
Packaging	-13.0
Government	-8.2
Hospitals	6.7
Hotels Motels	-2.8
Wood Products	-37.4
Merchandising	29.8
Metals	-21.8
Military	0.2
Petroleum	-6.3
Public Utilities	-6.1
Consulting Svcs.	1.3
Volunteer Org.	43.4
Textiles	-6.7
Tire & Rubber	-3.8
Overall Totals	1.4

Observations: According to surveyed employers, 1.4% more interviewing schedules will be arranged on college campuses this year. With increased interviewing schedules and reduced campus visits, employers may be concentrating more of their recruitment energies on selected college campuses or not maintaining a presence on any campuses.

The greatest increases in interviewing schedules are expected from social service, religious, and volunteer organizations (43.4%); food and beverage processing (39.1%); agribusiness (32.9%); merchandising and retailing (29.8%); chemicals, drugs, and allied products (20.7%); and communications and telecommunications (16.8%).

Hospitals and health care services (6.7%); engineering, computer, and professional services (5.7%); research and consulting services (1.3%); and the military (0.2%) will moderately increase their interview schedules.

Expecting to decrease their campus interviewing schedules are diversified conglomerate (-2.1%); hotels, motels, restaurants, and recreational facilities (-2.8%); banking, finance, and insurance (-3.1%); tire, rubber, and allied products (-3.8%); public utilities including transportation (-6.1%); petroleum and allied products (-6.3%); textiles, home furnishings, and apparel manufacturers (-6.7%); governmental administration (-8.2%); accounting firms (-9.2%); electronics and electrical equipment manufacturers (-11.4%); glass, packaging, and allied products (-13.0%); construction and building contractors (-16.3%); automotive and mechanical equipment (-20.5%); aerospace and components (-20.7%); metals and metal products (-21.8%); and lumber, wood products, and furniture manufacturers (-37.4%).

Changes in number of interviewing schedules will vary by size of employer. Organizations with 500 to 999 employees (29.8%) are expected to increase their schedules, and very little change is expected by employers with 1,000 to 4,999 employees (0.5%).

Expecting decreases in campus interviewing schedules are organizations with 10,000 or more employees (-2.1%), employers with 100 to 499 employees (-3.8%), employers with 5,000 to 9,999 employees (-8.3%), and employers with 1 to 99 employees (-27.0%).

How many closed interviewing schedules (appointments scheduled by special invitation from the employer only) were arranged by your organization on college campuses last year (1989-90), and how many closed schedules does your organization expect to arrange this year (1990-91)? Responses are listed by EMPLOYER CATEGORY.

Closed Schedules	Change from Last Year Percent
Employer Type	
Accounting	-8.1
Aerospace	-21.9
Agribusiness	-35.2
Automotive	12.6
Finance	14.8
Chemicals	17.3
Communication	-2.3
Construction	8.9
Conglomerates	2.7
Electronics	19.9
Engineering & Prof. Svcs.	2.5
Food Processing	102.6
Packaging	63.5
Government	-47.8
Hospitals	0.0
Hotels Motels	1.8
Wood Products	0.0
Merchandising	12.4
Metals	-27.3
Military	40.0
Petroleum	-3.3
Public Utilities	4.7
Consulting Svcs.	33.3
Volunteer Org.	.
Textiles	0.0
Tire & Rubber	20.0
Overall Totals	5.9

Observations: Closed interviewing schedules are increasing moderately in frequency, according to employers responding to this survey. This year, an increase of 5.9% is expected when surveyed organizations visit campuses for interviewing new college graduates.

Caution needs to be taken when interpreting data for individual employer groups, because of occasional small sample sizes. Figures reported best reflect the market for the companies responding to this survey.

Organizations expecting substantial increases in closed interviewing schedules include food and beverage processing (102.6%); glass, packaging, and allied products (63.5%); the military (40.0%); and research and consulting services (33.3%).

Increases are also expected by tire, rubber, and allied products (20.0%); electronics and electrical equipment manufacturers (19.9%); chemicals, drugs, and allied products (17.3%); banking, finance, and insurance (14.8%); automotive and mechanical equipment (12.6%); and merchandising and retailing (12.4%).

Slight increases are expected by construction and building contractors (8.9%); public utilities including transportation (4.7%); diversified conglomerates (2.7%); engineering, computer, and professional services (2.5%); and hotels, motels, restaurants, and recreational facilities (1.8%).

No changes in the number of closed schedules are expected by textiles, home furnishings, and apparel manufacturers; hospitals and health care services; social service, religious, and volunteer organizations; and lumber, wood products, and furniture manufacturers.

Organizations expecting decreases are communications and telecommunications (-2.3%); petroleum and allied products (-3.3%); accounting firms (-8.1%); aerospace and components (-21.9%); metals and metal products (-27.3%); agribusiness (-35.2%); and governmental administration (-47.8%).

Responses listed by size of organization yielded varied replies to closed schedules. Employers expecting to increase their frequency of closed schedules have 1,000 to 4,999 employees (14.0%), 100 to 499 employees (9.4%), and 10,000 or more employees (3.9%).

Expecting to decrease their closed interviewing schedules were employers with 5,000 to 9,999 employees (-8.4%), employers with 1 to 99 employees (-17.4%), and organizations with 500 to 999 employees (-26.8%).

Did your organization meet its hiring goals for new college graduates last year (1989-90), and what factors prevented you from meeting your goals? Responses are listed by EMPLOYER CATEGORY.

	Achieve Hiring Goals Last Year			
	Yes		No	
	Number of Employers	Percent	Number of Employers	Percent
Employer Type				
Accounting	14	100.0%	.	.
Aerospace	9	69.2%	4	30.7%
Agribusiness	13	92.8%	1	7.1%
Automotive	17	80.9%	4	19.0%
Finance	30	85.7%	5	14.2%
Chemicals	9	75.0%	3	25.0%
Communication	12	80.0%	3	20.0%
Construction	9	75.0%	3	25.0%
Conglomerates	5	83.3%	1	16.6%
Electronics	20	86.9%	3	13.0%
Engineering & Prof. Svcs.	19	76.0%	6	24.0%
Food Processing	6	100.0%	.	.
Packaging	5	83.3%	1	16.6%
Government	32	69.5%	14	30.4%
Hospitals	2	33.3%	4	66.6%
Hotels Motels	17	73.9%	6	26.0%
Wood Products	2	66.6%	1	33.3%
Merchandising	17	77.2%	5	22.7%
Metals	7	77.7%	2	22.2%
Military	2	50.0%	2	50.0%
Petroleum	4	50.0%	4	50.0%
Public Utilities	28	87.5%	4	12.5%
Consulting Svcs.	8	53.3%	7	46.6%
Volunteer Org.	3	75.0%	1	25.0%
Textiles	4	80.0%	1	20.0%
Tire & Rubber	2	100.0%	.	.
Overall Totals	296	77.6%	85	22.3%

Observations: Of the 381 employers responding to this question, 77.6% met their hiring goals for new college graduates this past year. Of employers meeting their needs, percentages did not vary significantly for various sizes of organizations.

Among employer categories having the most difficulty with meeting their hiring goals were hospitals and health care services (66.6%); the military (50.0%); petroleum and allied products (50.0%); research and consulting services (46.6%); lumber, wood products, and furniture manufacturers (33.3%); aerospace and components (30.7%); and governmental administration (30.4%).

Employer categories having little or no trouble meeting their hiring goals for last year were banking, finance, and insurance (14.2%); electronics and electrical equipment manufacturers (13.0%); public utilities including transportation (12.5%); agribusiness (7.1%); accounting firms (0.0%); food and beverage processing (0.0%); and tire, rubber, and allied products (0.0%).

When invited to list factors preventing them from meeting their hiring goals for 1989-90, employers cited several factors, including lack of qualified candidates (27), negative changes in the employers' needs or financial standing (14), no established hiring goals (7), or insufficient recruiting program objectives (9). Other responses included poor locations for available jobs (4) and lack of time to meet hiring goals (2). One (1) employer mentioned the reluctance of students to accept blind relocation after a training program.

When listing shortages of candidates in specific academic majors and degree levels, surveyed employers listed: engineering -21 (electrical, chemical, petroleum, fire protection, nuclear, civil aerospace, and mechanical), nursing -9, chemistry -7 (especially Ph.D. graduates in polymer chemistry), computer science -4, physical therpists -3, medical technologists -3, physicists -3, respiratory therapists -2, pharmacists -2, nutritionists/dieticians -2, social workers -3, and psychologists -2 (Ph.D.).

What are you seeking in career objectives written on resumes by graduating students that will indicate "top prospect" status?

Observations: For employers responding to this question (172), many indicated that several items made a graduating student their top prospect. Employers were looking for specific information in career objectives that interested them. Most employers (45) stated that a definite interest in their field of specialty was most likely to make an individual the top prospect. Employers were often seeking new graduates who had a desire and interest for the career areas offered.

The second most common response from employers was a student's willingness to excel and a desire to advance within the organization (22). Employers were looking for self-motivated students with a desire to succeed and the ability to enjoy a competitive environment. Several also mentioned the importance of a new graduate's willingness to work hard. Flexibility was another factor cited as important to several employers (15). Many expressed the need for flexibilty and a willingness to pursue advanced education while others were looking for prospects willing to adapt to the needs and specifications of the organization.

Employers were also looking for career objectives that listed specific personal goals or for goal orientated students (14). Many employers look for specific personal goals. These employers want to know the student's specific interests in a job or specific goals concerning the prospect's future. Employers also looked for realistic objectives (11) that were more practical and attainable than idealistic. When employers were looking for clear, concise, or to-the-point objectives (6), they usually mentioned the need for objectives that were realistic.

Employers were not focusing on individuals who list general statements in their objectives. If the graduate states that he or she is open to any position the employer has available, then the employer is not interested.

Ten (10) employers stated that they felt unable to determine "top prospect" status based on a person's career objectives.

Do you believe there is a surplus of new college graduates (many more graduates than positions available) at the present time? Responses are listed by EMPLOYER CATEGORY.

	More New College Graduates than Needed					
	Yes		No		Depends	
	Number of Employers	Percent	Number of Employers	Percent	Number of Employers	Percent
Employer Type						
Accounting	5	41.6%	7	58.3%	.	.
Aerospace	8	61.5%	5	38.4%	.	.
Agribusiness	3	18.7%	11	68.7%	2	12.5%
Automotive	14	66.6%	7	33.3%	.	.
Finance	19	59.3%	12	37.5%	1	3.1%
Chemicals	5	38.4%	7	53.8%	1	7.6%
Communication	8	50.0%	8	50.0%	.	.
Construction	8	61.5%	5	38.4%	.	.
Conglomerates	4	80.0%	1	20.0%	.	.
Electronics	15	62.5%	9	37.5%	.	.
Engineering & Prof. Svcs.	10	45.4%	12	54.5%	.	.
Food Processing	1	16.6%	5	83.3%	.	.
Packaging	1	20.0%	4	80.0%	.	.
Government	19	41.3%	27	58.6%	.	.
Hospitals	5	55.5%	4	44.4%	.	.
Hotels Motels	6	23.0%	20	76.9%	.	.
Wood Products	1	33.3%	2	66.6%	.	.
Merchandising	7	33.3%	14	66.6%	.	.
Metals	4	40.0%	6	60.0%	.	.
Military	.	.	3	100.0%	.	.
Petroleum	4	44.4%	3	33.3%	2	22.2%
Public Utilities	15	46.8%	17	53.1%	.	.
Consulting Svcs.	5	31.2%	11	68.7%	.	.
Volunteer Org.	1	25.0%	3	75.0%	.	.
Textiles	2	40.0%	3	60.0%	.	.
Tire & Rubber	1	33.3%	2	66.6%	.	.
Overall Totals	171	44.4%	208	54.0%	6	1.5%

Observations: When employers were asked if there were more new college graduates than positions available, more than half (54.0%) of the 379 responding employers replied that they did not believe this was true.

Among certain employer categories, there is a surplus; diversified conglomerates (80.0%); automotive and mechanical equipment industries (66.6%); electronics and electrical equipment manufacturers and suppliers (62.5%); aerospace and components (61.5%); and banking, finance, and insurance (59.3%).

Employer categories reporting little or no surplus of new college graduates were the military; agribusiness (18.7%); food and beverage processing (16.6%); glass, paper, packaging, and allied products (20.0%); and social service, religious, and volunteer organizations (25.0%).

Do you believe there is a surplus of new college graduates (many more graduates than positions available) at the present time? Responses are listed by EMPLOYER SIZE.

	More New College Graduates than Needed					
	Yes		No		Depends	
	Number of Employers	Percent	Number of Employers	Percent	Number of Employers	Percent
Employer Size						
1-99	34	41.9%	46	56.7%	1	1.2%
100-499	34	41.4%	47	57.3%	1	1.2%
500-999	17	33.3%	33	64.7%	1	1.9%
1000-4999	46	46.9%	49	50.0%	3	3.0%
5000-9999	14	56.0%	11	44.0%	.	.
10,000+	26	54.1%	22	45.8%	.	.
Overall Totals	171	44.4%	208	54.0%	6	1.5%

Observations: When reviewing data by employer size, there was a difference between larger employers and midsize to small employers. Employers with 1 to 99 employees (41.9%), 100 to 499 employees (41.4%), 500 to 999 employees (33.3%), and 1,000 to 4,999 employees (46.9%) reported that there was not a surplus of new college graduates. In contrast, employers with 5,000 to 9,999 employees (56.1%), and 10,000 or more employees (54.1%) reported a surplus of new college graduates.

Is a new college graduate's undergraduate grade point average a good indicator of future job performance in your organization?

	GPA A Good Indicator of Job Performance					
	Yes		No		Depends	
	Number of Employers	Percent	Number of Employers	Percent	Number of Employers	Percent
Employer Size						
Accounting	11	84.6%	1	7.6%	1	7.6%
Aerospace	9	69.2%	4	30.7%	.	.
Agribusiness	4	25.0%	11	68.7%	1	6.2%
Automotive	13	59.0%	8	36.3%	1	4.5%
Finance	22	70.9%	7	22.5%	2	6.4%
Chemicals	6	60.0%	3	30.0%	1	10.0%
Communication	13	86.6%	1	6.6%	1	6.6%
Construction	7	58.3%	5	41.6%	.	.
Conglomerates	4	66.6%	2	33.3%	.	.
Electronics	13	61.9%	7	33.3%	1	4.7%
Engineering & Prof. Svcs.	17	68.0%	8	32.0%	.	.
Food Processing	5	83.3%	1	16.6%	.	.
Packaging	2	66.6%	1	33.3%	.	.
Government	20	41.6%	26	54.1%	2	4.1%
Hospitals	3	33.3%	5	55.5%	1	11.1%
Hotels Motels	7	28.0%	17	68.0%	1	4.0%
Wood Products	3	100.0%	.	.	.	.
Merchandising	8	36.3%	13	59.0%	1	4.5%
Metals	7	77.7%	2	22.2%	.	.
Military	3	75.0%	1	25.0%	.	.
Petroleum	5	55.5%	3	33.3%	1	11.1%
Public Utilities	17	53.1%	13	40.6%	2	6.2%
Consulting Svcs.	13	81.2%	2	12.5%	1	6.2%
Volunteer Org.	4	80.0%	1	20.0%	.	.
Textiles	5	100.0%	.	.	.	.
Tire & Rubber	3	100.0%	.	.	.	.
Overall Totals	224	58.4%	142	37.0%	17	4.4%

Observations: Of 383 employers responding to this question, 58.4% indicated that a new college graduate's undergraduate grade point average was a good indicator of future job performance in an organization. However, 37.0% disagreed, and 4.4% indicated that it depended upon the position accepted by the new graduate.

A good undergraduate grade point average is especially important to employers in tire, rubber, and allied products (100.0%); textiles, home furnishings, and apparel manufacturers (100.0%); lumber, wood products, and furniture manufacturers (100.0%); communications and telecommunications (86.6%); accounting firms (84.6%); food and beverage processing (83.3%); research and consulting services (81.2%); social service, religious, and volunteer organizations (80.0%); metals and metal products (77.7%); the military (75.0%); banking, finance, and insurance (70.9%); aerospace and components (69.2%); engineering, computer, and professional services (68.0%); diversified conglomerate (66.6%); and glass, packaging, and allied products (66.6%).

Employers in the following categories are less certain that grades are indicative of future job performance: governmental administration (41.6%); merchandising and retailing (36.3%); hospitals and health care services (33.3%); hotels, motels, restaurants, and recreational facilities (28.0%); and agribusiness (25.0%).

Continued . . .

According to employers, grade point averages are merely one of many indicators (30). Others factors, according to surveyed employers, include prior work experiences, a desire to excel, motivation to achieve, team players skills, willingness to work, course difficulty, academic credits carried per term, and good study habits. According to these employers, grade point averages are not the deciding factor, not always good indicators of success, and not necessarily accurate predictors.

Well-balanced individuals are preferred by some employers (17). These organizations look at the new graduate's whole college experience --extra-curricular activities, family responsibilities, sports participation, clubs, leadership positions in campus organizations, and job experiences.

Minimum grade point averages of 3.0 or better are required by several organizations (29). As justification for these requirements, employers cite tests required of new hires after they are on the job. For instance, accounting firms report that at least a 3.0 major grade point average is necessary to pass the CPA exam.

Grade point averages of less than 2.5 may be signs of weakness, lack of intelligence, poor application, and lack of focus, according to other employers (9). Although high grade point averages are not required by these employers, neither are very low grades accepted.

Many organizations (34) hiring technical disciplines believe that there is a high degree of correlation between grade point averages and intelligence, which is necessary for top job performance with these employers. In research and development organizations, for instance, competitive individuals who are bright with technical skills and abilities are crucial. For these employers, grades are measures of academic success, intelligence, energy, motivation, pride, effort, resourcefulness, and application, which are all necessary for maximum productivity.

The reverse may be true for other organizations (16): higher grade point averages may not be predictors of successful employees. For employers hiring sales representatives and personnel managers, grade point averages have not in the past been indicators of success.

Nor are grades good indicators of people skills required for success in the hospitals, agribusiness firms, retail businesses, and hotel management and restaurant businesses. Common sense, initiative, drive, ambition, strong communication skills, and excellent interpersonal skills do not correlate well to high grade point averages, according to surveyed employers (34). Integrity, cooperation, thinking for themselves, adjusting to the work place, and problem-solving abilities do not equate to high grade point averages, employers report. These organizations have found that graduates with very high grade point averages generally do not fit.

According to several more employers (11), there is no validity, nor correlation, between grade point averages and future job performance. These employers doubt that any organization can confirm validation or correlation.

Are you noticing any changes in interests or attitudes among college students that may influence future campus recruitment activities?

Observations: When reporting on changes noted in interests and attitudes among college students, employers mentioned too much concern for money and a lack of strong work ethic.

Money seems to be a larger factor for more new graduates (25). Too many college students think money is the most important factor when searching for their first job. Students are unrealistic in their expectations. They must prove they are worth a company's interest by starting off ready and willing to learn and grow. Few want to pay their dues. Most want everything now! They are not willing to roll up their sleeves and put in 12 to 14 hour days.

Other employers (8) described this attitude as materialistic and selfish. Students are more concerned about their rewards and not what they can offer to companies. In some locations around the country, there are more job seekers than jobs, and employers can find experienced people for the same money as some new graduates expect.

According to surveyed employers, many recent college graduates do not have a very strong work ethic (16). College students are not willing to work hard to earn their rewards. To quote one employer, new college graduates are "unwilling to do the 'grunt work' to learn the job. They expect to start at the top without 'paying their dues.'" New graduates seem to want the "fast track" to the top, without all the sweat, blood, and tears to get there. These graduates have a short-term focus and are less willing to make the sacrifices for long-term rewards. They want to perform high level work immediately.

College students are overly confident about their unproven skills (6). This is not a good trend, say employers. But new employees with recent college training seem well motivated, and this is a good trend. At the same time, many college students lack specific career focus.

Employers report (8) that more new graduates have placed a greater emphasis on internships and work experiences. According to these employers, new graduates are pursuing every avenue to gain summer or other part-time work on their employment histories.

Relocation from their home state (5) is another problem for new graduates. For others, work location is an issue, especially small cities and rural plant locations. Generally, new graduates are less flexible in their locational preferences.

Quality of life and social satisfiers (6) are more interesting to college students. More balance is desired in their lives. This interest in "outside" activities is a plus, according to employers, especially when it leads to better lifestyles and an employee who is "well adjusted." There seems to be a positive trend here, say employers. Students who are better informed about opportunities and actively involved in outside interests are much more flexible in their salary requirements.

A few candidates do not believe that college automatically will get them a 'good' job. They realize that hard work and determination will bring success. They are more aware of the slow down in job market, and therefore, they are trying harder in interviews.

Job security is becoming less of an issue (4). Students today are looking for a job right out of school rather than a career. Thus, there seems to be less willingness to enter extended training programs, possibly indicating that students are now more short-term oriented. Another tangent of this attitude is less company loyalty (6). This lack of company identification and company loyalty displayed by recent college graduates could have an impact on employer recruitment approaches in the future. Candidates are not afraid to leave an organization if they are not challenged enough. No longer do they feel loyalty to a single organization, nor will they stay with a company for many years, if they are dissatisfied.

An entrepreneurial spirit seems to be blossoming among college students, according to surveyed employers (5). College students are considering smaller companies and starting their own businesses. They are also more interested in work with service organizations and government agencies.

In your organization this year (1990-91), what types of positions will likely be available to new college graduates? Responses are listed by JOB TITLES.

Observations: Among surveyed employers who hire new college graduates, the positions likely to be available this year (1990-91) for these new graduates are listed below. These are examples of job titles provided by employers and are not inclusive.

Account Executive
Account Manager
Account Management Trainee
Account Representative -2
Accounts Receivable Clerk
Accountant -38
Accounting Assistant -2
Accounting Trainee -2
Actuary
Administrative Assistant -5
Administrative Trainee
Advertising Sales Repr. Trainee
Aerospace Engineer -2
Aerospace Technologists -2
Agricultural Engineers
Agronomy Sales Repr.
Analyst
Applications Engineers
Architects
Artist
Asst. Protection Manager
Asst. Accountant
Asst. Account Manager
Asst. Buyer
Asst. Construction Supt.
Asst. District Attorney
Asst. Engineer
Asst. Finance Director
Asst. Project Accountant
Asst. Laboratory Admin.
Asst. Manager -8
Asst. Manager Trainee -2
Asst. Marketing Manager
Asst. Office Manager
Asst. Production Manager
Asst. Unit Manager
Assoc. Accountant -4
Assoc. Analyst
Assoc. Applications Engineer
Assoc. Auditor
Assoc. Buyer
Assoc. Computer Scientist
Assoc. Customer Engineer
Assoc. Electrical Engineer
Assoc. Engineer -8
Assoc. Info. Center Consultant
Assoc. Manufacturing Engineer -2
Assoc. Mathematician
Assoc. Mechanical Engineer
Assoc. Packaging/Testing Engr.
Assoc. Physicist
Assoc. Research & Dev. Engr.
Assoc. Scientist
Assoc. Systems Analyst -2
Audit Staff Member
Audit and Business Advisor
Auditor -8
Automotive Engineer
Banker Devel. Mgmt. Associate
Banking Center Management
Benefits Assistant
Biology
Boutique Manager
Branch Clerk
Branch Manager
Branch Management
Business Advisory Serv.
Business Administrator
Business Management
Business Systems Analyst
Business Systems Consultant
CAD Designer
CAD Engineer -2
Cartographer
Case Managers
Chemical Engineer -2
Chemical Process Engineer
Chemist -6
Chemistry -2
Chief Building Inspector
Civil Engineer -7
Claims Adjuster
Claims Representative
Collection Specialist
Commercial Banking
Commercial Lending
Computer Analyst -2
Computer Engineers -2
Computer Programmers -11
Computer Scientists -6
Computer Technicians
Configuration Mgmt. Analysts
Construction Inspector
Construction Management
Construction Superintendent
Consulting Engineer
Consultant -2
Controls Engineers
Controller Trainee -2
Controlling Assistant
Corporate Financial Analyst
Corporate Lending Spec.
Corporate Specialty Services
Corrections Counselor
Corrective Therapist
Corrosion Engineer
Corrosion Technician
Cost analyst
Credit Analyst -6
Credit Representative
Criminal Investigators -2
Crop Production Specialist

Continued . . .

Curator
Customer Relations Repr.
Customer Service Repr. -5
Customer Support Engineer
Deli Assistants
Design Engineer -12
Development Engineer -5
Die Engineers
Dietitian -2
Dining Room Supervisors
Director of Nursing
Distribution Specialist
Division Engineer
Draftsperson
Drilling Engineer
Electrical Design Engineer
Electrical Engineer -20
Employment/Placement Coordinators
Employment Supervisors
Engineer -21
Engineer in Training
Engineering Assistants -2
Engineering Geologist
Engineering Graphics
Engineering Trainees -4
Environment Engineers
Equipment Engineers
Evaluation Engineers
Facility Engineer
Farm Production Mgr.
Feed Sales Repr.
Field Accountant
Field Chemist
Field Engineer
Field Representative -2
Field Service Repr.
Field Service Engineer
Field Technician
Financial Analyst -7
Financial Management Specialists -2
Financial Planners
Food Service Mgt. Trainees
Forensic Chemist
Front Desk Mgr. Trainees -2
Front Office Shift Leader
Front Office Manager
General Assignment in news
General Management Trainee
General Office Asst.
Geographer
Geology
Geologist -2
Grain Merchandiser
Grocery Store Asst.
Hardware Engineers
Health Administrator
Health Physicist
Highway Designer
Horticulturist
Hospitality & Rest. Mgt. Trainees
Hotel Mgt. Trainees
Housekeeping Mgr. Trainee -2
Human Resources Trainees -3
Human Service Worker
Hydrogeologist
Industrial Designer
Industrial Engineer -7
Industrial Sales Trainee
Information Specialist
Information Systems Specialist -2
Inside Sales Representative -2
Internal Sales Repr.
Internal Auditor
Junior Engineer -2
Jr. Industrial Engineer
Jr. Logistic Engineer
Laboratory Technician
Landscape Architect
Lawyer
Livestock Production Specialist
Logistics Management Specialist
Loss Prevention Assoc.
Loss Prevention Repr.
Machine Design Engineer
Manager Trainee -5
Manager
Management Info. Consultant -2
Management Intern
Management Trainee -21
Manufacturing Interface Engineer
Manufacturing Engineer -9
Marketing Visual Merchandiser
Marketing Analyst
Marketing Associate
Marketing Representative -7
Marketing Support Representative
Materials Engineers
Materials Inspectors
Materials Management
Mathematician -2
Measurement Engineers
Mechanical Designer
Mechanical Engineer -18
Medical Technologists -4
Medical Researcher
Network Systems Engr.
New Business Clerical Staff
New Staff Consultant
Night Manager
Nurses -14
Nursing Home Administrators
Nutritionists -2
Occupational Therapists -6
Operational Analysis Engineer
Operations Supervisors
Outpatient Therapists
Para-Legal
Packaging Engineers
Packing House Managers
Personnel Repr. -3
Petroleum Engineers
Pharmacists -7
Photographers
Photography Trainees
Physical Therapists -9
Physicists
Planning Engineers
Plant Engineers

Continued . . .

Plant Project Engineers
Plastics Engineers
Police Officers
Policy Analysts
Power Service Engineers
Practical Nurses
Private Banking Repr.
Process Engineers -7
Product Development Engineers -2
Production Control Analysts
Production Engineers
Production Planner
Production Management -2
Programer/Analyst -19
Project Engineer -6
Project Manager Trainee
Proposal Engineer
Psychologists -4
Purchasing Agent -3
Purchasing Asst.
Quality Assurance Analyst
Quality Control
Quality Control Trainee
Quality Engineer
Radiology Technician -2
Real Estate Banking Repr.
Recreation Admin.
Recreation Therapist
Regulator Specialist
Reliability Engineer
Reporter
Reporter Trainee
Researcher
Research Analysts -2
Research & Development Engr. -3
Research Assistant
Research Chemist
Research Engineer
Research Technician
Reservoir Engineer
Respiratory Therapist -5
Restaurant Manager
Restaurant Mgr. Trainee -2
Retail Supervisors
Risk Scientists
Robotics Engineers
Rotational Engineers
Sales Counselors
Sales Engineers -4
Sales Management Trainees -2
Sales Managers
Sales Promotion Repr.
Sales Representative -16
Sales Trainee -6
Scientists -7
Scientist's Assistant
Secretaries
Senior Analyst
Service Engineer
Shift Supervisors
Showroom Trainee
Social Service Workers
Social Workers -5
Software Analysts
Software Developers
Software Engineers -5
Speech Pathologists -2
Special Events Assistant
Statisticians -2
Staff Accountants -5
Store Manager
Stress Engineer
Structural Designer
Structure Engineer
Substance Abuse Counselor
Supervisor
Supervisor Trainee -3
Systems Analyst -8
Systems Engineer -3
Tax Consultant
Tax Professional
Tax Services Spec.
Tax Specialist
Technical Sales Repr.
Technical Specialist
Technical Staff Asst.
Technical Staff Engineer
Technical Writer
Technicians -2
Territory Manager
Test Engineers
Tool Engineer
Tool/Machine Designer
Traffic Coordinator -2
Traffic Studies Engineer Trainee
Transportation Spec.
Trust Managers -2
Trust & Securities Repr.
Trust Services Repr.
Ultrasound Technologist
Underwriter -2
Unit Manager
Video Journalist
Water Resource Planner
Writer

If your organization hires new college graduates with liberal arts degrees, to what positions are they usually assigned? Responses are listed by JOB TITLES.

Observations: Among surveyed employers who hired new college graduates with liberal arts degrees last year, these new graduates were usually assigned to positions listed below. Job titles are listed in alphabetical order.

Accountant/ Cost Accountant
Administrative assistant/ trainee/ specialist/coordinator/officer -12
Advertising account executive
Agricultural marketing specialist
Artist assistant
Assistant account manager
Auditor/ auditing consultant -2
Bank branch manager
Bank development management associate
Benefits assistant
Branch clerk
Business system analyst
Cartographer
Child support enforcement officer
Claims examiner -2
Clerk
Collections specialist
Communications assistant
Community banking trainee
Computer specialist/ analyst trainee -3
Contract associate/ specialist -5
Corporate communications officer
Counselor/ corrections counselor -2
Credit representative/ analyst -3
Customer services/ relations representative -6
Direct care worker
Economic development officer
Employee development specialist
Employee relations specialist
Employee trainer
Energy management specialist
Engineering planner/ trainee -2
Fast food manager trainee
Field representative -3
Financial planner/ consultant -4
Food and beverage manager
Front office manager
Graphic designer
Historical property curator
Human resource officer/ representative -9
Industrial designer
Legal para-professional/ pre-professional -2
Management analyst
Manager/ management trainee/ associate -12
Marketing representative/ associate/ assistant -13
Military officer/ aviator/ surface officer/ subsurface officer -3
Museum assistant
Museum education coordinator
Museum exhibit technician
New business clerk
New staff consultant
Office administrator
Operations assistant
Outpatient therapist
Personnel trainee/ representative/ management trainee/ assistant -5
Photographer
Planning/ scheduling coordinator -2
Product administrator
Program supervisor
Programmer -3
Public relations representative
Purchasing/ procurement assistant -2
Research analyst/ research assistant
Residential unit manager/ assistant manager
Restaurant assistant manager
Restaurant manager -2
Retail assistant manager -5
Retail manager trainee
Sales representative/ assistant -17
Sales territory manager
Secretary
Securities associate
Social work case manager
System analyst
Technical aid
Technical training instructor
Transportation analyst trainee
Trust management associate -3

From your experiences, would you advise new college graduates to accept an entry level position for which they are overqualified in order to gain entrance into your organization?

Entry level position	Accepting A Job Though Overqualified			
	Yes		No	
	Number of Employers	Percent	Number of Employers	Percent
Employer Type				
Accounting	5	55.5%	4	44.4%
Aerospace	8	66.6%	4	33.3%
Agribusiness	9	64.2%	5	35.7%
Automotive	16	80.0%	4	20.0%
Finance	17	60.7%	11	39.2%
Chemicals	5	50.0%	5	50.0%
Communication	10	76.9%	3	23.0%
Construction	9	69.2%	4	30.7%
Conglomerates	3	50.0%	3	50.0%
Electronics	10	50.0%	10	50.0%
Engineering & Prof. Svcs.	11	50.0%	11	50.0%
Food Processing	2	33.3%	4	66.6%
Packaging	4	80.0%	1	20.0%
Government	31	67.3%	15	32.6%
Hospitals	8	80.0%	2	20.0%
Hotels Motels	21	80.7%	5	19.2%
Wood Products	1	50.0%	1	50.0%
Merchandising	13	65.0%	7	35.0%
Metals	3	33.3%	6	66.6%
Military	4	100.0%	.	.
Petroleum	6	66.6%	3	33.3%
Public Utilities	21	67.7%	10	32.2%
Consulting Svcs.	5	35.7%	9	64.2%
Volunteer Org.	4	66.6%	2	33.3%
Textiles	3	75.0%	1	25.0%
Tire & Rubber	2	66.6%	1	33.3%
Overall Totals	231	63.8%	131	36.1%

Observations: According to surveyed employers (63.8%), new college graduates should accept an entry level position for which they are overqualified in order to gain entrance into an organization. From employer comments, this may be the only way into some organizations for new college graduates.

Strongly encouraging this practice were the military (100.0%); hotels, motels, restaurants, and recreational facilities (80.7%); hospitals and health care services (80.0%); automotive and mechanical equipment (80.0%); glass, packaging, and allied products (80.0%); communications and telecommunications (76.9%); textiles, home furnishings, and apparel manufacturers (75.0%); construction and building contractors (69.2%); public utilities including transportation (67.7%); governmental administration (67.3%); social service, religious, and volunteer organizations (66.6%); aerospace and components (66.6%); tire, rubber, and allied products (66.6%); petroleum and allied products (66.6%); merchandising and retailing (65.0%); agribusiness (64.2%); and banking, finance, and insurance (60.7%).

Discouraging new college graduates to accept an entry level position for which they are overqualified were research and consulting services (35.7%); metals and metal products (33.3%); and food and beverage processing (33.3%).

When reporting on employer responses by size of organization, it was evident that very large organizations discouraged this practice, and those with fewer than 10,000 professional employees encouraged it. Employers with 1 to 99 employees (70.8%), 100 to 499 employees (70.3%), 500 to 999 employees (67.4%), 1,000 to 4,999 employees (61.1%), 5,000 to 9,999 employees (60.8%) were encouraging this practice, and organizations with 10,000 or more employees (43.4%) discouraged it.

Continued . . .

When commenting on this practice, some employers (8) mentioned that this may be the only way into an organization, in the absence of an available position that matches the new college graduate's preferences. To quote one employer, "It is a good idea! It works!" Once in an organization, new graduates can prove they are excellent prospects and worthy of promotions. Another employer expressed his/her opinion this way, "The game is on the field; not in the stands." If the new graduate is employed, they have a chance to control their own destiny, but unemployed new graduates have little opportunity to influence anything.

High performers will be recognized in the near term, report surveyed employers (26). They can demonstrate their abilities and willingness to work, and they will move up quickly. The alternative is no job at all. All new employees must start somewhere in an organization, and the opportunity to be observed may lead to better things. Once on the job, the recent graduates can request additional responsibilities and become involved in related activities to enhance their careers.

Promoting from within the organization is a policy for several employers (29), so entry-level hires have access to job openings within the organization, if they are hired. In these organizations, promotions are not open to the public, so getting your foot in the door is important. Even within organizations that do not have this policy, promotions generally come from the present employee base. Moving within an organization is much easier once you are inside the company. Those who are observed are more likely to receive promotions than individuals who are employed elsewhere.

Working for the right organization will give more opportunity, according to some employers (10). It may be very difficult to gain employment in a highly respected organization that serves its surrounding community well, but once within one of these organizations, career growth will occur. Also, maybe the new graduate needs more experience, and working below their 'potential' would get them the necessary experience. It may be easier and quicker to obtain promotions within an organization, if the college graduate accepts an entry-level position, even if they are overqualified.

Many employers (23) would not offer this opportunity to someone who is overqualified. As reasons, employers (18) believe that people who are overqualified would probably not experience job satisfaction, quickly become bored, and utlimately leave the organization. These individuals would be underchallenged and not perform at their optimal level, which would hurt the organization. The underutilized would likely leave upon attaining another opportunity better suited to their qualifications. In the views of these employers, employees need to be challenged to feel good about themselves and their jobs.

New graduates are hired for specific positions requiring specific skills (7). This is especially true with technical or research positions.

Many new college graduates have an inflated estimation of their own qualifications. According to surveyed employers (12), most college students are not overqualified for positions in their organizations. However, if they are, these organizations base their promotions on merit, so good performers will be challenged before too long. These employers report that most entry-level positions have great potential for growth. Also, new graduates must remember that a person must pay their dues.

New hires may become associated with particular jobs (5), and then it is too difficult to change. For instance, some employers report that new graduates who accept clerical, laborer, or other non-exempt positions, for any reason, will become stereotyped. Also, due to the lack of challenge, the new graduate could experience a loss of skills if not properly utilized.

By accepting a low level position (3), the new graduate could become stuck forever. And many organizations do not compensate the individual for their education or experiences. This could add to the frustration of being overqualified.

If you were advising college freshmen and sophomores on how to prepare for their initial work experiences (first 5 years on the job), what would you tell them?

Observations: When advising college freshmen and sophomores on preparations needed for initial work experiences, especially the initial five years on the job, surveyed employers encouraged extra work experiences, academic preparation, and skill building. Their advice is summarized below:

Develop a sound work ethic. Gaining of related, practical work experiences was prominent among employer recommendations (103). Internships, summer work assignments, cooperative education positions, and volunteer work experiences were encouraged. Working part-time in an environment related to your career choice can establish a pattern of good attendance, reliability, dependability, maturity, follow-through, and initiative. It will also be an excellent foundation and background for future experiences. This experience may also help the student to decide if the academic major chosen is the right one. Even work experiences that are not career-related will allow college students to be exposed to the work world, manage their time, and maybe budget their money.

Do the best you can in the courses you are taking (26). A student should attain the best academic preparation possible. Learn as much as you can. Read books other than your text books. Show initiative and hit the books. Take as many courses as you can in your field. Take tougher courses in your field of study to better prepare yourself for the tough job requirements. On the job, you are usually given responsibilities beyond your abilities. You either sink or swim. With extra preparation, you are more apt to be prepared for this challenge. Take practical application courses offered by your academic major. Get a grounding in the basics of your field of study. Gain all the information you can.

Develop sound study and work habits during college (13). Diversify your educational experiences by taking mathematics, chemistry, statistics, global marketing, sales skills, and general business courses. Become familiar with personal computers and popular software. Take challenging classes.

Learn to write (22). Regardless of your position, writing skills will be citical. Gain interpersonal skills and verbal communication abilities (48) which are crucial in most jobs. Learn to listen (6).

Leaderhip experiences and team-building skills are advised (21). Obtain some people skills. Get involved in various extra-curricular activities and campus organizations. Assume positions of greater responsibility and leadership roles wherever possible. Seek projects that will require work in groups or supervision of other people. Improve your "meet and deal" skills. Become adept at working with others. Make the most of opportunities available.

Decide on an academic major (7) early in your college career, why you chose that major, and what you intend to do with it once you graduate. Figure out who you are and what you really want. Make this decision based on abilities, desires, and the job market. Do a better job of determining your job interests early. Do not wait until your junior or senior year before declaring your academic major.

Graduate or professional school may be required for certain career options.

Utilize career planning and placement activities (10) provided on your college campus. Attend career fairs, research organizations and their career options, and attend information sessions. Research the job market and your selected career options. Examine the growth potential, products, stability, profitability, and future prospects of various employers. Get to know yourself by answering some basic questions: What do I want out of life and why? What is most important to me? What are my goals, ambitions, values, beliefs, and expectations?

Once you have accepted a new job after graduation, work hard, for there is no free lunch (19). Be prepared to sweat. Do more than expected. Be prepared to do your homework. Make contacts, and explore avenues beyond the one job you are performing. Be aggressive and confident. Learn to sell yourself.

Learn the new organization's culture (22). Be aware of dress codes and dress accordingly for your position. Be aware of employer expectations. Forget the prestige of the degree and be prepared to learn, work, and be productive. Establish excellent attendance and performance records, regardless of the assignment. Follow instructions and pay attention to details.

Maintain a positive attitude (14). Get rid of the fantasy world idea of "having it all." As soon as you get the degree, the hard work of college will continue during the first five years on the new job. Prepare now to show your worth and commitment. It will pay off. Be prepared to adapt to change. Do whatever it takes to make positive things happen in your new organization.

Be flexible, ask questions, and be patient (10). Become aware of mentors and their importance to your career success. Be open to new ideas and opportunities. Be willing to change. Identify ways you can contribute to the success of the organization you join. Be willing to continue both your formal and informal education. Do whatever is given you well, and do it wherever you are assigned. Don't fall apart when stumbling blocks fall in front of you. The first job may be more clerical than you anticipated.

Take a long-range perspective on your career (21). Seek broadening opportunities. Utilize "informal" structures and networks. Learn and build a firm career base. Be willing to take risks. Concentrate on gaining knowledge and expertise in your field. Be prepared to keep learning as much as you can every day. Fill your lull periods with learning.

Focus on your specific job reponsiblities (13), and become familiar with the organization's expectations of you for both short- and long-term. Invest in the total involvement of work. Your level of commitment is important. Do not get caught in the rush to enroll in graduate school and learn all aspects of a new job at the same time. Ask questions and try to learn all aspects of the job, not just your own areas.

Develop pride in your work products (14). Be "very good" at the work you choose to do. Read about the issue of quality and understand its importance. Develop discipline and loyalty. Understand professionalism. Expect to work very hard and to have to earn the respect and credibility of your peers and supervisors.

Be considerate of your fellow workers (14), their feelings, and their opinions. Possess confidence, voice your opinions, and express your ideas, but only after they are thoroughly considered. Be open to new ideas and seek assistance from more senior employees of the organization.

Set realistic goals and focus on them (25), but expect to "start at the bottom." Be willing to do whatever is requested of you to broaden your horizons for potential growth within an organization and be cooperative. Have some ideas of what you would like to do, but be flexible and open to the organization's needs. Be prepared to "give" more personal time to the job than the standard 40 hours, so you can maintain your competitiveness.

Become an "expert" and then a generalist (11). Gain a broad view of the business. Learn and get as much out of the initial work experiences as possible, since a person with five (5) years of experience is highly marketable.

Be realistic in your career aspirations and desires for promotions (24). Be goal oriented. Set goals. Focus on long-term goals, work toward them, but know your strengths and weaknesses. Have reasonable goals, and design a plan of action to achieve them. Be patient with career growth. Do not expect to be promoted every year. Find a fair employer, dedicate yourself to your work, and lay the groundwork for advancement.

Accept responsibilities and be prepared to be held responsible. At the same time, be able to make decisions without a great deal of guidance. Don't be afraid to do more than your share.

Approximately how many jobs (both salaried and blue collar jobs) in your organization were eliminated during the last five years because of the introduction of new technology, and what technologies were adopted? Responses are listed by EMPLOYER CATEGORY.

	Jobs Lost Due to Changing Technology		
	Number of Employers	Total Number of Jobs Lost	Average
Employer Type			
Accounting	10	3	0.3
Aerospace	5	263	52.6
Agribusiness	7	100	14.3
Automotive	10	103	10.3
Finance	15	242	16.1
Chemicals	9	0	0.0
Communication	7	71	10.1
Construction	9	45	5.0
Conglomerates	1	600	600.0
Electronics	14	534	38.1
Engineering & Prof. Svcs.	16	70	4.4
Food Processing	1	0	0.0
Packaging	3	0	0.0
Government	31	75	2.4
Hospitals	4	13	3.2
Hotels Motels	18	0	0.0
Wood Products	1	0	0.0
Merchandising	16	1,890	118.1
Metals	7	2	0.3
Military	2	3	1.5
Petroleum	6	0	0.0
Public Utilities	20	458	22.9
Consulting Svcs.	12	0	0.0
Volunteer Org.	5	0	0.0
Textiles	4	20	5.0
Tire & Rubber	2	5,000	2500.0
Overall Totals	235	9,492	40.4

Observations: According to 235 employers responding to this question, approximately 9,492 jobs (both salaried and blue collar jobs) were eliminated by 49 organizations during the last five years because of the introduction of new technology. Responses from employer categories varied considerably.

Eliminating the most jobs were tire, rubber, and allied products (5,000); merchandising and retailing (1,890); diversified conglomerates (600); electronics and electrical equipment manufacturers (534); public utilities including transportation (458); aerospace and components (263); and banking, finance, and insurance (242).

Moderate to light elimination of jobs were experienced by automotive and mechanical equipment (103); agribusiness (100); governmental administration (75); communications and telecommunications (71); engineering, computer, and professional services (70); construction and building contractors (45); textiles, home furnishings, and apparel manufacturers (20); hospitals and health care services (13); accounting firms (3); the military (3); and metals and metal products (2).

No reductions were reported by all other employer categories.

As expected, larger organizations eliminated the most jobs: organizations with 10,000 or more employees (6,775); employers with 1,000 to 4,999 employees (1,068); organizations with 500 to 999 employees (939); employers with 100 to 499 employees (478); employers with 5,000 to 9,999 employees (200); and employers with 1 to 99 employees (32).

Continued . . .

Employers responding to this survey report that the heaviest losses of jobs will be in clerical and laborer positions. Production positions, accounting, payroll, word processing, data entry, and inventory tracking jobs were specific examples of occupations where losses of personnel can be expected because of new technology.

In the word processing and data entry areas (18), computers are replacing office staff. Employers reported that personal computers are being installed on nearly every employee's desk in several organizations. Both salaried and blue collar employees were affected. Automated document processing, new credit processing equipment, and elimination of data entry tasks were mentioned as operations eliminated by new computer systems. One employer reported other examples of automated equipment replacing personnel: automation of page layouts, automated adjustments to presses, and some computerized typsetting.

Nationwide computer networks are replacing jobs in other organizations (5). Formerly, data reporting functions had been decentralized, but computerization has permitted some employers to consolidate their data processing personnel and equipment in one location and support numerous facilities nationwide.

Computer controlled production facilities and manufacturing technologies have eliminated numerous jobs for surveyed employers (8). For one surveyed employer, nearly 100 production jobs were converted from manual systems to computerized control functions. Employers reported 10% or more of their manufacturing controlled by computer technology.

Accounting and payroll functions of corporations are automating nearly every day, report surveyed employers (6).

Robotics are used in assembly and test operations (3). No overtime is required for working 24 hours every day, and benefit costs are minimal. Production robotics were especially mentioned.

Electronic mail (3) is requiring executives to type their own memoranda, reports, and letters, thus some clerical office jobs have been eliminated. Managers communicate directly with managers, executives with executives, and manufacturing facilities with inventory control functions.

Inventory control in some organizations (6) is managed by computer tracking techniques, for processing inventory in and out.

CAD/CAM (computer aided design and manufacturing) equipment has reduced the need for drafting persons in numerous organizations (11). As another example, computer contoured metal fabricating equipment has eliminated some blue collar work.

No jobs were eliminated in selected organizations (9), but job descriptions were changed to include computer controlled manufacturing and operation of office automation equipment. Most of these employers remarked about the more sophisticated application of computer controlled machines in their organizations. Another comment from a surveyed employer mentioned the fact that new technology, specifically computers, has probably slowed growth of jobs, but none were eliminated.

Certainly with more computerization and automated technology, more training of new personnel will be required. This was mentioned by two (2) respondents.

What job categories in your organization are experiencing the most growth in employment?

Observations: When reporting on the job categories experiencing the most growth in employment among their organizations, surveyed employers frequently included engineers, computer personnel, and customer services representatives.

Responses received from surveyed employers for each JOB TITLE are listed below in alphabetical order with frequencies of response after each:

Accelerator engineers	1
Accountants/auditors/tax analysts	8
Attorneys/ hearing officers	2
Bank branch mgrs/trainees	2
Bridge engineers	1
CAD/CAM drafting technicians	2
Chemical engineers	1
Chemists	4
Civil engineers	3
Commercial lending officers	1
Communications technicians	2
Computer process control engrs.	1
Computer programmers	18
Computer scientists	8
Construction engineers	1
Consulting engineers	1
Corrections security officers	2
Corrections counselors	1
Customer services representatives	4
Data communications specialist	1
Data processing tech./operators	3
Design engineers	5
Electrical engineers	9
Engineering technicians	1
Environmental engineers	1
Feed sales representatives	2
Field service engineers	2
Financial analysts	2
Food and beverage managers	2
Grain merchandisers	2
Graphics designers	1
Hotel managers/trainees	5
Human resources managers	3
Import/export specialist	1
Landscape architect	1
Management trainees	11
Manufacturing engineers	6
Marketing/ sales representatives	43
Mathematicians	1
Mechanical engineers	6
Medical technologists	4
Metallurgical engineers	1
Mining engineers	1
Newspaper designers	1
Nuclear engineers	2
Nuclear technicians	1
Nurses	6
Occupational therapists	1
Pharmicists	3
Physical therapists	2
Physicists	1
Production supvr/mgrs	2
Production workers	2
Project managers/superintendents	7
Radiation therapy technicians	1
Radiology technicians	2
Research and development engrs.	7
Restaurant managers/trainees	5
Retail store managers/ trainees	7
Robotics engineers	1
Sales engineers	1
Software/applications engineers	5
Special events managers	1
Systems development engineers	9
Systems analysts	14
Store operations managers/ trainees	3
Technical agribusiness managers	1
Technical sales representatives	1
Telecommunications specialists	1
Telemarketing representatives	2
Thermal engineers	1
No growth expected in any categories	9

Will the Iraqi invasion of Kuwait, Middle East tensions, and the threat of war have an influence on available job opportunities for new college graduates this year (1990-91)?

Observations: Of 291 surveyed employers responding to this question, 31 organizations (10.6%) anticipated positive influences on job opportunities available for new college graduates this year (1990-91), 42 employers (14.3%) expected negative outcomes, and 218 employers (74.9%) judged the threat of war to have neither positive nor negative influences on the job market for new college graduates.

When commenting on influences of this situation, surveyed employers reported that even the threat of war has caused hiring to be very conservative. If matters in the Persian Gulf become more serious, the U.S. economy could stagnate. At the present time, higher gasoline prices, slower new car sales, higher steel prices, and increased defense contracts have resulted.

U.S. Department of Defense agencies were under orders for budget cuts during the upcoming two fiscal years, but the buildup of American forces in Saudi Arabia may increase government spending, so employers are not certain of the outcome of this situation. However, the Middle East situation is expected to drain a decreasing defense budget.

For some employers (6), the possibility of increased government defense spending offers opportunity for additional arms production and government contracts. More government contracts mean more profits and more demand for college trained personnel, so these companies may have openings later in the year due to the situation in the Middle East. Also, research, production projects, and new product development affecting military applications will receive funding and scheduling priorities. More maps and charts will be required, and research on the Middle East area will increase.

For employers in the gasoline and oil businesses, higher gas prices may equal higher profits for their companies and increased job opportunities.

An initial business slowdown is anticipated, according to some employers (4). In uncertain times, employers tend to be conservative. War jitters cause companies to delay expansion plans. War or the threat of war will increase the federal budget deficit and keep business depressed. According to one employer, if guns are fired, the economy will stagnate. Escalation of these tensions could have very negative effects on the economy, and therefore available jobs.

During this period of potential conflict, hiring will probably only cover attrition. As it stands currently, the federal budget deficit and President Bush's plans to continue cutting military spending are not viewed as a factor for growth. For this year, that is the picture, but if this situation drags for another year, employers see more job opportunities as more employees in the national guard and reserve forces are activated (3).

Drastic gasoline price increases and corresponding decreases in consumer demand could have negative effects on some companies in the future (4), especially on employers requiring large quantities of fuel for operations (airlines, trucking industry, etc.). Also affected are companies with products related to the price of oil (tires, rubber, etc.).

Gasoline prices may stop some people from traveling. In the resort business, for instance, higher gasoline prices have already affected profits, because fewer people are traveling, and those traveling are spending less. Business travel will be reduced or curtailed due to higher fuel costs.

Automotive customers will cut back as the recession progresses, since they are affected by higher oil prices. Higher steel costs will force companies to cut back in other areas.

Prices are expected to increase in other areas too. Feedstock prices have increased, and sharply higher oil prices will lower most chemical company profits, so employment opportunities in these industries will be drastically reduced.

A reduction in headcount has already begun in several industries (5). A hiring freeze was instituted by one manufacturer of gas turbine engines who works primarily with the oil and gas industries, so the Middle East tensions had an impact on this business. Other employers are merely replacing turnover, and all other vacancies are frozen at the present time.

An already depressed construction market in the North East will become further depressed by the Iraqi invasion. Construction contract awards will decline due to economic belt tightening of clients and owners.

Recession related concerns have already slowed the economy (6). Business is off due to a recession or fears of a recession. The worst case scenario could have a profound impact on our economy and the world market, if the Middle East situation triggers a serious recession. At the same time, less emphasis has been placed on domestic issues, thus causing further problems at home.

Some employers (3) do not anticipate changes unless the overall economic conditions are extremely adverse. Only if there is an economic recession will these employers be affected, and even then, it will strictly depend on how the recession affects the overall economy of the U.S.

Higher interest rates are anticipated (1). Resulting from this will be tighter budgets, limited federal spending, and more hiring cuts in numerous federal, state, and local government agencies, according to employers.

A portion of research efforts are directed at new energy systems, energy conservation issues, and the development of alternate energy technologies, in some surveyed organizations (5). In one organization manufacturing flight simulators for military use, there may be an increase in demand for this product due to current events; therefore, there may be an increase in the need for college graduates with this employer. For an employer in the construction materials business, there may be increased demand for housing and industrial reinforcement with military applications. The defense sector may buy more equipment from some companies, but overall, most other sectors will be more hesitant to spend money on capital goods.

If the situation is resolved positively, with the United States coming out on top, employers would probably be hiring more.

A few employers are not sure of the impact (9). According to them, it is hard to know at this time. Some are waiting to see what Congress does. In some (2), the answer to this question is still being studied by company personnel. And, according to one recruiter, the subject has not been discussed in their organization.

Are jobs guaranteed for military reservists of your organization who are activated during this crisis?

Observations: According to surveyed employers, most organizations (95.3%) have policies with guaranteed employment for military reservists who are activated during the Middle East tensions. Although many surveyed employers were not aware of Federal laws covering this situation, several (268) quoted policies and procedures already implemented in their organizations. According to Chapter 43 of the U.S. Code, Title 38, reservists and national guard personnel who are called to active duty during a national emergency have "protected" status. This law also known as the Military Leave Act guarantees a position once the reservist or guard member returns from active duty, but not necessarily the same position they left. A comparable job must be provided.

Do these individuals retain benefits and seniority rights in your organization during active duty time?

Observations: According to 226 surveyed employers (91.8%), military reservists or national guard personnel retain seniority within their organizations, but most employers discontinued benefits during active duty time. At that time, the federal government benefits are available for military personnel and their dependents.

Benefits are reinstated immediately upon return to active employment. Although it is not demanded by Federal laws, some employers (4) maintain benefits for dependents and/or families of active duty personnel. One employer (1) retained stock options for active duty military personnel during their absence.

A few employers (3) were updating their policies on this matter at the current time, and five (5) reported no written policies on the matter, but since this emergency came about, one (1) employer has granted all reservists "personal leave" until their return.

Does your organization expect to hire new graduates who are U.S. citizens or international/foreign students graduating from U.S. colleges and universities for overseas job opportunities this year (1990-91)?

Observations: Of 348 employers who answered this question, 5.7% expected to hire new college graduates who were U.S. citizens. Of 316 employers answering the second part of this question about international/foreign students graduating from U.S. colleges and universities, 7.9% expected to hire them for overseas job opportunities.

In which countries are overseas job opportunities available within your organization?

Observations: Among surveyed employers which hire new graduates who are U.S. citizens or international/foreign students graduating from U.S. colleges and universities for overseas job opportunities, these opportunities are usually available in the countries listed below. Countries are listed in alphabetical order with frequency of response after each.

Africa -1
Asia -1
Belgium -1
Canada -1
Central America -1
England (United Kingdom) -6
Europe -5
Germany -5
Hong Kong -1
Iceland -1
Ireland -1
Italy -2
Japan -6
Korea -3
Latin America -2
Middle East -1
Mexico -1
Philipines -1
Portugal -1
Puerto Rico -1
Scotland -1
Singapore -2
Southeast Asia -1
Spain -2
Virgin Islands -1

For overseas job opportunities available within your organization this year (1990-91), indicate the academic majors that may be needed.

Observations: Surveyed employers hiring new graduates who are U.S. citizens or international/foreign students graduating from U.S. colleges and universities for overseas job opportunities are usually seeking the academic majors listed below. Majors are listed in alphabetical order with frequency of response after each.

Accounting -3
Aerospace engineering -1
Architecture -1
Aviation technology -1
Business -3
Chemical engineering -1
Computer science -3
Communications -1
Construction management -1
Economics -1
Engineering -8
Electrical engineering -4
Finance -1
Hospitality management -1
Industrial engineering -1
Management information systems -2
Manufacturing engineering -1
Manufacturing sales -1
Marketing -1
MBAs -3
Mechanical engineering -2
Nursing -2
Physics -1
Restaurant management -1
Retailing -1

For technical and non-technical new college graduates hired by your organization, approximately what percentage leave during the first, second, and third year of employment? Responses are listed by EMPLOYER CATEGORY.

New Hires Leave During the First Three Years	First Year				Second Year				Third Year			
	Technical Graduates		Non-technical Graduates		Technical Graduates		Non-technical Graduates		Technical Graduates		Non-technical Graduates	
	Number of Employers	Average	Number of Employers	Average	Number of Employers	Average	Number of Employers	Average	Number of Employers	Average	Number of Employers	Average
Employer Type												
Accounting	9	8.8%	4	3.2%	10	6.7%	4	6.7%	10	23.0%	4	9.7%
Aerospace	9	15.6%	5	7.4%	5	4.6%	3	4.0%	6	8.6%	4	6.5%
Agribusiness	7	12.7%	10	7.9%	7	13.0%	8	11.5%	6	5.8%	8	3.2%
Automotive	13	3.0%	9	2.1%	13	7.8%	9	6.3%	14	8.5%	9	6.8%
Finance	4	4.5%	13	10.4%	6	13.3%	13	15.0%	5	17.0%	12	11.1%
Chemicals	5	3.2%	2	0.0%	5	5.6%	4	1.0%	6	4.6%	4	1.7%
Communication	5	2.6%	8	18.6%	6	9.0%	8	18.6%	7	15.1%	9	21.3%
Construction	8	3.2%	6	11.1%	8	8.8%	6	11.3%	7	5.4%	6	6.6%
Conglomerates	4	0.7%	6	2.6%	6	3.3%	6	3.3%	6	4.5%	5	4.8%
Electronics	13	2.1%	9	3.1%	13	5.1%	9	5.5%	13	10.9%	9	6.3%
Engineering & Prof. Svcs.	15	5.9%	2	2.0%	14	7.5%	2	12.5%	13	14.9%	2	10.0%
Food Processing	3	0.3%	2	0.5%	4	3.0%	2	1.0%	5	8.6%	2	1.5%
Packaging	3	0.0%	1	0.0%	3	3.3%	1	5.0%	3	26.6%	1	10.0%
Government	22	6.1%	17	11.9%	22	8.7%	16	11.0%	21	6.9%	13	17.2%
Hospitals	4	11.2%	3	10.0%	3	4.6%	3	3.6%	3	5.3%	3	3.6%
Hotels Motels	4	8.7%	16	24.1%	3	11.6%	15	12.8%	3	11.3%	14	13.4%
Wood Products	2	5.0%	1	10.0%	2	5.0%	1	10.0%	1	5.0%	1	5.0%
Merchandising	4	4.2%	12	23.4%	4	5.5%	10	13.5%	4	8.2%	10	8.5%
Metals	5	6.2%	3	2.0%	6	6.8%	3	2.0%	5	17.4%	4	21.7%
Military	3	4.0%	1	0.0%	3	6.6%	1	1.0%	3	4.0%	1	2.0%
Petroleum	4	1.5%	5	1.2%	4	5.0%	5	4.6%	4	4.5%	5	3.0%
Public Utilities	22	3.0%	16	1.3%	24	1.5%	16	2.1%	24	3.2%	17	1.6%
Consulting Svcs.	12	1.5%	4	1.2%	13	3.0%	4	1.2%	14	7.7%	3	2.0%
Volunteer Org.	1	0.0%	3	6.6%	1	0.0%	4	17.5%	1	0.0%	4	17.5%
Textiles	2	12.5%	4	12.7%	2	30.0%	4	7.0%	2	9.0%	4	12.0%
Tire & Rubber	1	0.0%	1	0.0%	1	0.0%	1	0.0%	1	0.0%	1	0.0%
Overall Totals	184	5.1%	163	9.6%	188	6.4%	158	8.8%	187	9.2%	155	9.0%

Continued . . .

Observations: According to surveyed employers, turnover for technical and non-technical new college graduates hired by their organizations averaged 5.1% and 9.6%, respectively, during the first year of employment. For new college graduates with technical degrees, turnover in the second and third years of employment averaged 6.4% and 9.2%. For non-technical graduates, turnover in the second and third years of employment averaged 8.8% and 9.0%. For the initial three years of employment, turnover averaged 20.7% for technical graduates and 27.4% for non-technical graduates.

Those organizations experiencing the highest turnover rates for technical graduates were aerospace and components (15.6%); agribusiness (12.7%); textiles, home furnishings, and apparel manufacturers (12.5%); and hospitals and health care services (11.2%).

Employer categories with turnover rates of less than 10% for technical graduates during the first year of employment included accounting firms (8.8%); hotels, motels, restaurants, and recreational facilities (8.7%); metals and metal products (6.2%); governmental administration (6.1%); engineering, computer, and professional services (5.9%); lumber, wood products, and furniture manufacturers (5.0%); banking, finance, and insurance (4.5%); merchandising and retailing (4.2%); the military (4.0%); chemicals, drugs, and allied products (3.2%); construction and building contractors (3.2%); automotive and mechanical equipment (3.0%); public utilities including transportation (3.0%); communications and telecommunications (2.6%); electronics and electrical equipment manufacturers (2.1%); petroleum and allied products (1.5%); research and consulting services (1.5%); diversified conglomerates (0.7%); and food and beverage processing (0.3%).

Turnover for technical college graduates was influenced by size of organization: employers with 1 to 99 employees (7.1%); employers with 100 to 499 employees (6.8%); organizations with 500 to 999 employees (4.8%); employers with 5,000 to 9,999 employees (4.4%); employers with 1,000 to 4,999 employees (3.5%); and organizations with 10,000 or more employees (3.0%);

Experiencing the highest turnover rates for non-technical graduates during the first year of employment were hotels, motels, restaurants, and recreational facilities (24.1%); merchandising and retailing (23.4%); communications and telecommunications (18.6%); textiles, home furnishings, and apparel manufacturers (12.7%); governmental administration (11.9%); construction and building contractors (11.1%); banking, finance, and insurance (10.4%); lumber, wood products, and furniture manufacturers (10.0%); and hospitals and health care services (10.0%).

Turnover rates of less than 10% for non-technical graduates during the first year on the job were reported by agribusiness (7.9%); aerospace and components (7.4%); social service, religious, and volunteer organizations (6.6%); accounting firms (3.2%); electronics and electrical equipment manufacturers (3.1%); diversified conglomerates (2.6%); automotive and mechanical equipment (2.1%); metals and metal products (2.0%); engineering, computer, and professional services (2.0%); public utilities including transportation (1.3%); research and consulting services (1.2%); petroleum and allied products (1.2%); food and beverage processing (0.5%).

Turnover varied by size of organization for non-technical graduates too, from 18.4% for employers with 1 to 99 employees to 3.7% for organizations with 10,000 or more employees.

What techniques have been used by your organization to reduce turnover among new college hires?

Observations: A challenge facing many employers of new college graduates is minimizing turnover, so surveyed employers were questioned on their techniques for reduction of turnover. Their suggestions varied from more selective interviews to salary increases and improved benefits. Above all else, employers recommended challenging work for new hires.

One college relations program described their program this way: "We offer different training programs, leisure activities, plant tours, and tuition reimbursement for new hires. Also the personnel office staff are available to new graduates when they need to talk about their jobs, expectations, problems, or other matters of concern. We try to offer challenging work, encourage communication with supervisors, and give timely performance appraisals. All positions are first posted in-house to give our "new graduates" and other staff the opportunity to progress in their careers."

More selective interviews, especially when recruiting technical graduates, including very thorough analyses of applicant tendencies, were recommended by other employers (17). By carefully screening of applicants, employers believe those hired by their organizations will remain longer. The objective is a better fit between new graduates and the right job opportunities. By hiring the right person in the first place, turnover should be reduced or disappear. Employers wanted to make sure new graduates did not make incorrect decisions about joining their organizations.

A concerted effort was made by some recruiters (5) to draw a realistic picture of job expectations. By providing more information to candidates at the interviewing step and being brutally honest about job responsibilities, the employer's ideals, and their niche in the industry, better selection was achieved.

Open communication was advised, including constant contact with the human resources department throughout their first year of employment.

Assignment of mentors and closer supervision with feedback were other technique used by participating employers (16). Also advised were better training sessions for managers to listen to new college graduates (5), and resensitizing supervisors to the difficulties of transition from a college campus to the work environment. Recognizing that better communication might help, other employers (3) are encouraging newsletters, communications training sessions for supervisors, and morale building seminars. Follow-up interviews after 90 days of employment were attempted, and active collection of feedback was encouraged.

Coaching, job content evaluations, appraisal counseling, more participation in decision-making, and more involvment with the company were other ideas proposed.

Job enrichment, greater responsibilities, challenging projects, and more opportunities for growth were also offered by employers (9). Quickly giving responsibility and expanding job tasks were advised. Immediate hands-on experiences were provided by some employers, and project responsibilities were assigned almost immediately by others. Exposure to technical challenges in start ups of new production facilities inspired some new graduates, reported employers. Ego building was needed by others, a place on a team. Job content evaluations were completed by another employer. Since challenge is important to this group, one employer increases their responsibilities yearly to motivate them to stay on board. Others used female employee support groups, job redesign, work teams, lateral tranfers, recognition through merit, and rotational assignments.

Extensive orientation and training (27) was presented by numerous employers. This was the most popular option of all those listed. A thorough, intensive orientation to community and surrounding organizations was advised. Also recommended was careful selection of site locations for training and especially the permanent location for employment.

Because of respect for some corporate training programs, these employers do not have difficulties with employees leaving until new graduates have completed this phase of their training. Then the problems begin.

Socialization of the new graduate into the work location was identified as crucial. More company social events were recommended. A pleasant office atmosphere was advocated.

Comprehensive benefit packages (7) including vacations, health benefits, insurance, savings plans, educational benefits, and special seminars. One employer was considering an offer of additional educational benefits. Another was presently reviewing increased benefits.

Salary increase, bonuses, and more competitive salaries were suggested as other options by employers (13). Salary increases after six months and one year of employment are strategies tried by employers. Pay for performance was the description one employer's program. Other salary ideas included periodic salary scale adjustments, bonus plans, and greater merit increases during the initial three years on the job.

Promotions and other advancement options were provided to discourage turnover among employers (9). In organizations that promote from within, this is a strong motivator to remain. Another is transfers or reassignments to new locations or new responsibilities. Job posting programs were cited as other programs.

Developing well-defined career paths (5) that are mutually beneficial was proposed. Another idea was individual career pathing.

A fun work environment was espoused by a few employers (4). Along the lines of making work enjoyable, a few employers (2) were providing leisure activities to encourage new hires to become members of their work "families." Other employers reported exciting projects which were super motivators, and an excellent staff from which to learn and grow. Still another company recommended a fine company in a great location as an excellent motivator. Fair working conditions and increased use of technology to free staff for more interesting work were used by others.

Approximately how many salaried employees currently on the payroll of your organization (excluding clerical staff) are expected to retire this year (1990-91)? Responses are listed by EMPLOYER CATEGORY.

	Salaried Employees Will Retire This Year		
	Number of Employers	Average	Percent
Employer Type			
Accounting	9	2	0.2%
Aerospace	5	100	3.4%
Agribusiness	8	7	1.0%
Automotive	18	200	3.0%
Finance	20	45	2.5%
Chemicals	10	11	2.0%
Communication	11	87	2.2%
Construction	10	4	1.9%
Conglomerates	2	1,300	4.5%
Electronics	15	18	1.8%
Engineering & Prof. Svcs.	18	1	0.9%
Food Processing	3	5	2.0%
Packaging	5	32	2.4%
Government	39	764	5.6%
Hospitals	5	31	5.3%
Hotels Motels	26	7	0.2%
Wood Products	2	10	1.1%
Merchandising	13	196	2.1%
Metals	9	6	1.0%
Military	2	103	3.5%
Petroleum	8	126	1.5%
Public Utilities	24	67	3.1%
Consulting Svcs.	13	47	2.2%
Volunteer Org.	5	20	0.5%
Textiles	2	8	2.9%
Tire & Rubber	2	0	0%
Overall Totals	284	160	2.4%

Observations: Among 284 employers responding to this question, a total of 45,440 salaried employees (2.4%) currently on the payrolls of these organizations (excluding clerical staff) are expected to retire this year (1990-91).

Employer categories expecting the highest percentages of retirees this year are governmental administration (5.6%); hospitals and health care services (5.3%); diversified conglomerates (4.5%); the military (3.5%); aerospace and components (3.4%); public utilities including transportation (3.1%); automotive and mechanical equipment (3.0%); textiles, home furnishings, and apparel manufacturers (2.9%); banking, finance, and insurance (2.5%); glass, packaging, and allied products (2.4%); communications and telecommunications (2.2%); research and consulting services (2.2%); merchandising and retailing (2.1%); chemicals, drugs, and allied products (2.0%); and food and beverage processing (2.0%).

Retirements averaging less than 2.0% of salaried employees are expected by construction and building contractors (1.9%); electronics and electrical equipment manufacturers (1.8%); petroleum and allied products (1.5%); lumber, wood products, and furniture manufacturers (1.1%); agribusiness (1.0%); metals and metal products (1.0%); engineering, computer, and professional services (0.9%); social service, religious, and volunteer organizations (0.5%); accounting firms (0.2%); and hotels, motels, restaurants, and recreational facilities (0.2%).

Does your organization hire individuals who are changing careers after 8-10 years in another profession? Responses are listed by EMPLOYER CATEGORY.

Hiring Policy for Career Changers	Hire Career Changers After 8-10 Yrs			
	Yes		No	
	Number of Employers	Percent	Number of Employers	Percent
Employer Type				
Accounting	5	45.4%	6	54.5%
Aerospace	4	57.1%	3	42.8%
Agribusiness	7	50.0%	7	50.0%
Automotive	11	52.3%	10	47.6%
Finance	22	81.4%	5	18.5%
Chemicals	7	77.7%	2	22.2%
Communication	9	75.0%	3	25.0%
Construction	4	40.0%	6	60.0%
Conglomerates	3	60.0%	2	40.0%
Electronics	7	38.8%	11	61.1%
Engineering & Prof. Svcs.	14	73.6%	5	26.3%
Food Processing	3	75.0%	1	25.0%
Packaging	4	66.6%	2	33.3%
Government	32	74.4%	11	25.5%
Hospitals	6	85.7%	1	14.2%
Hotels Motels	22	84.6%	4	15.3%
Wood Products	2	66.6%	1	33.3%
Merchandising	13	81.2%	3	18.7%
Metals	4	44.4%	5	55.5%
Military	2	66.6%	1	33.3%
Petroleum	4	40.0%	6	60.0%
Public Utilities	18	64.2%	10	35.7%
Consulting Svcs.	11	73.3%	4	26.6%
Volunteer Org.	5	83.3%	1	16.6%
Textiles	1	50.0%	1	50.0%
Tire & Rubber	2	100.0%	.	.
Overall Totals	222	66.6%	111	33.3%

Observations: Of 333 surveyed employers responding, 222 organizations (66.6%) hire individuals who are changing careers after 8-10 years in another profession.

Most receptive to hiring these individuals were hospitals and health care services (85.7%); hotels, motels, restaurants, and recreational facilities (84.6%); social service, religious, and volunteer organizations (83.3%); banking, finance, and insurance (81.4%); merchandising and retailing (81.2%); chemicals, drugs, and allied products (77.7%); communications and telecommunications (75.0%); food and beverage processing (75.0%); governmental administration (74.4%); engineering, computer, and professional services (73.6%); research and consulting services (73.3%); the military (66.6%); lumber, wood products, and furniture manufacturers (66.6%); glass, packaging, and allied products (66.6%); public utilities including transportation (64.2%); diversified conglomerates (60.0%); aerospace and components (57.1%); and automotive and mechanical equipment (52.3%).

Least receptive to hiring individuals changing careers after 8-10 years in another profession were textiles, home furnishings, and apparel manufacturers (50.0%); agribusiness (50.0%); accounting firms (45.4%); metals and metal products (44.4%); construction and building contractors (40.0%); petroleum and allied products (40.0%); and electronics and electrical equipment manufacturers (38.8%).

If your organization hires individuals who are changing careers after 8-10 years in another profession, for what positions are they hired? Responses are listed by JOB TITLES.

Accountants/ associates/ controllers/ auditors/ tax -12
Administrative assistant -1
Administrative officers -1
Bank branch manager trainees/ branch managers -2
Chemists -1
Civil engineers -2
Claims adjusters -1
Computer programmers -4
Computer scientists -3
Construction assistant superintendents -1
Consulting engineers -1
Customer services representatives -5
Engineering technicians -2
Engineers -10
Entry level positions only -4
Estimating representatives -1
Financial planner (sales) -1
Geologists/ senior level/ engineering -1
Hotel operations managers/ management trainees -2
Hydraulic engineers -1
Investment counselors (sales) -1
Loss prevention representatives -1
Management analysts -1
Management trainees/ assistants -20
Medical records clerks -1
Merchandise managers -1
Nurses -2
Nursing assistants -1
Operations management trainees -2
Personnel/ human resources/ representative -5
Pharmacists -1
Production/ manufacturing/ production control supervisors -3
Program managers -1
Project managers -2
Purchasing agents -3
Radiology technologists -1
Real estate sales representatives -1
Respiratory therapists -1
Restaurant managers/ management trainees -5
Retail management trainees -1
Sales/ marketing representatives -24
Scientists/ senior level -1
Special agents (FBI) -1
Store managers/ branch managers/ regional managers -4
Systems analysts -4
Trainers (especially former educators)/ educational resources consultants -4
Underwriters -1
Writers -1

What health-related activities are encouraged by your organization?

Observations: Of 404 employers responding, 90 representatives (22.2%) reported that their organizations were very health-oriented, 139 respondents (34.4%) indicated that their organization was rather healthy, and 129 personnel officers suggested that a fairly healthy orientation existed in their work environments. Only 44 representative (10.8%) reported their organizations as not too health-oriented, and two organizations (0.4%) were rated as not health-oriented at all.

When listing health-related activities encouraged by their organizations, surveyed employers reported wellness and physical fitness programs (45), company-organized leisure and sports activities (27), smoking cessation and smoking bans (67), required annual physicals (27), and free or subsidized health club memberships (31) as excellent examples. Details on these and others are contained below.

Individual and group fitness and exercise programs (23): Organized by individuals and departmental personnel, jogging and running (14), aerobics, (13), jazzercise, yoga, swimming (2), bowling leagues (6), tennis (4), baseball (4), skiing trips (3) softball (10), basketball (5), lunch walks and walking clubs (16), biking (3), hiking (2), sit-ups, push ups, and soccer (1) were mentioned. These were encouraged as internal department and extra-curricular sports and fitness activities.

Fitness centers, rooms and facilities provided by companies and corporations (10). Exercise facilities, clubs, gyms, recreation centers, fitness centers, and spas in organizations were as sophisticated as those costing nearly a $1 million (1) to a simple horseshoe pit (1). To encourage lunchtime activity (walking and running), one company installed a shower. A recreational programmer was employed by another company.

Free or subsidized health club memberships (31): YMCA, YWCA, private club, health spa, and SANE (Sensible Approach to Nutrition and Exercise) are paid, subsidized, or contracted by numerous surveyed employers.

Organized corporate and community sports leagues and activities: Besides the individual and group sports activities listed above, office olympics (2), walk-a-thons (11), bike-a-thons, corporate sports battles, rafting trips, and marathon races (3) were provided.

Weight reduction seminars and meetings (20), including on-site meetings of Weight Watchers: Management and control of weight was mentioned by several organizations.

Drug and alcohol abuse awareness and counseling (8): A drug force was instituted by one company to reduce drugs and alcohol on the job. In another company, no specific wellness or health-related activities were required, except for moderation in drinking, and no use of drugs were tolerated.

Annual physicals (28), sometimes only required for upper management personnel or individuals above a certain age: Other options included annual blood pressure stations (8), body fat screening (2), and cholesterol monitoring (9). Additional health-promotion options included free flu shots (2), glaucoma screening, immunization, annual hearing tests, and mammograms (2). One company reminded others of the pre-employment physicals given by many organizations.

Smoke free work environments (67) and bans on smoking except in designated areas: Some companies pay for employees to attend "quit smoking" classes, and others encourage smoking cessation seminars (6).

Medical personnel on site (doctors and nurses) (2): Two organizations report medical doctors and other professionals provided on site by the company. Preventative and walk-in health care were available.

Health and nutrition education in surveyed organizations (15): Included health articles in newsletters, classes, dietary pamphlets, handouts, bulletin boards, and seminars. Stress reduction and stress management courses, lunchtime seminars, health assessment questionnaires, and health awareness seminars were offered. Also held were annual health fairs (9), health awareness weeks, and brown bag luncheons on wellness. Three (3) organizations indicated that they try to educate their employees in all aspects of healthy living. Health information topics were distributed each month in some companies. CPR and first aid training were also provided. Required back training classes were given to employees with positions requiring heavy lifting and bending.

Medical/health insurance and dental examination benefits (6): Excellent medical, health, and dental insurances were repeated as company compensations. In some companies, medical and life insurance coverages differed considerably for smokers and non-smokers. In others, one or two annual dental examinations and cleanings were not subject to deductibles.

Nutrition (14): Consumption of healthy food was encouraged at company meetings; free fruit was served; salad bars and light menu entres were served daily in company cafeterias; and nutritious eating habits were recommended.

Safety programs (4): Promotion of good safety habits was encouraged: wearing seat belts, driver safety, worker safety, and safety equipment.

Employee Assistance Program (1): Numerous options were referenced in the employee assistance programs: professional career counseling, compensatory time given for rest and mental recuperation, if necessary, and full-time staff members offered company health benefits packages. In another, a lifeline number was provided for calls to discuss personal problems. Confidentiality was a key component of this program, according to surveyed employers, so employees could seek assistance with areas that caused problems and stress in their daily lives. For alcoholism, depression, and other mental health problems, a referral program was managed by many companies.

Does your organization have a policy for handling employees with AIDS?

Observations: Of 69 employers responding to this question, 24.6% reported policies for handling employees with AIDS. When commenting on their organizations' policies, most employer representatives reported that they encouraged employees with AIDS to continue at their jobs as long as possible, in most situations, and to utilize company benefits to defray their medical expenses. Other organizations reported that they do not discriminate against employees with AIDS nor do they utilize a separate policy. Rather, AIDS is treated as a life threatening disease or condition, similar to other medical conditions. Employees with AIDS are treated with the same respect and dignity as any other employees with life-threatening conditions. These policies prohibit discrimination against any employee with AIDS or another life-threatening disease. This policy provides for "reasonable accommodation" of the disease and confidentiality.

Does your organization require testing of new hires for drug use, AIDS, or alcohol?

	Response Categories										Total Response		Total
	Always		Usually		Sometimes		Seldom		Never				
	N	PCTN	N	PCTN	N	PCTN	N	PCTN	N	PCTN	N	PCTN	MEAN
Types of Testing Required for New Hires													
Drug Use	186	46.6%	2	5%	31	7.7%	14	3.5%	166	41.6%	399	100.0%	2.9
AIDS	17	4.4%	.	.	4	1.0%	12	3.1%	345	91.2%	378	100.0%	4.8
Alcohol Level	75	19.6%	1	2%	25	6.5%	17	4.4%	264	69.1%	382	100.0%	4.0

Observations: According to 399 employers responding to this question, required drug testing of new college graduates exceeded 50%, reaching 59.3% this year. Included in this percentage were employers who sometimes, usually, or always screened for drugs. Percentages of employers requiring drug testing in previous years of this study included 47% in 1989-90, 32% in 1988-89, 27% in 1987-88, and 20% in 1986-87.

Testing for alcohol levels among new college graduates was required by 28.1% of surveyed employers. This compares to 25% in 1989-90, 14% in 1988-89, and 9% in 1987-88.

AIDS testing of new college graduates was required by only 5.4% of the employers responding to this survey. Testing for AIDS in previous years included 4% in 1989-90, 3% in 1988-89 and 2% in 1987-88.

If your organization does not presently screen job applicants for drug use, alcohol levels, or AIDS, do you expect to initiate a testing program?

	Timetable										Total Response		Total
	Within One Year		Within Two Years		Within Five Years		Not Likely		Do Not Know				
	N	PCTN	N	PCTN	N	PCTN	N	PCTN	N	PCTN	N	PCTN	MEAN
When to Start Screening Job Applicants													
Drug Use	75	19.6%	1	2%	25	6.5%	17	4.4%	264	69.1%	382	100.0%	4.0
AIDS	26	13.1%	20	10.1%	15	7.6%	74	37.5%	62	31.4%	197	100.0%	3.6
Alcohol Level	5	1.5%	6	1.8%	5	1.5%	163	51.5%	137	43.3%	316	100.0%	4.3

Observations: Of surveyed employers currently not screening job applicants for drug use, 19.6% intend to initiate a drug testing program within one year, 2.0% within two years, and 6.5% within five years. Of organizations not currently screening for alcohol levels, 1.5% intend to initiate an alcohol testing program within one year, 1.8% within two years, and 1.5% within five years. Of the organizations not screening for AIDS, 13.1% intend to initiate an AIDS testing program within one year, 10.1% within two years, and 7.6% within five years.

Based upon your experiences, what will be the availability of employment opportunities for new college graduates this year (1990-91) in each of the following geographical regions of the United States? Responses are listed by GEOGRAPHICAL REGION.

	Job Market Conditions This Year										Total Response		Total
	Extremely High Availability		High Availability		Medium Availability		Low Availability		None				
	N	PCTN	N	PCTN	N	PCTN	N	PCTN	N	PCTN	N	PCTN	MEAN
Geographical Area													
Northeast	10	3.7%	11	4.1%	6	2.2%	127	48.1%	110	41.6%	264	100.0%	4.2
Southeast	11	5.8%	31	16.5%	79	42.2%	59	31.5%	7	3.7%	187	100.0%	3.1
Northcentral	15	8.0%	56	30.1%	80	43.0%	27	14.5%	8	4.3%	186	100.0%	2.8
Southcentral	16	6.3%	59	23.4%	144	57.1%	30	11.9%	3	1.1%	252	100.0%	2.8
Northwest	4	2.2%	38	20.9%	83	45.8%	51	28.1%	5	2.7%	181	100.0%	3.1
Southwest	4	2.5%	30	18.7%	62	38.7%	55	34.3%	9	5.6%	160	100.0%	3.2

Observations: As reported from the experiences and judgment of surveyed employers, only "medium availability" of employment opportunities for new college graduates will exist in any geographical region of the country this year. Those regions receiving a "medium" rating were the northcentral (38.1%), southcentral (29.7%), northwestern (23.1%), southeastern (22.3%), and southwestern (21.2%) regions of the United States. Low availability of jobs for new college graduates is expected in the northeastern (7.8%) region of the United States.

What factors will influence the general job market for new college graduates this year (1990-91)?

Observations: Factors influencing the general job market for new college graduates this year (1990-91), according to surveyed employers, were the economy (79), the Middle East crisis (25), the growing prospects of a recession (17), and reduction of the federal budget deficit (20). On these and other related topics, employers provided their opinions.

The current economic situation (79) and Middle East tensions (25) are monopolizing attentions of employers who hire new college graduates. At the state, national, and worldwide levels, employers are generally uncertain and worried. A negative attitude toward hiring caused a worsening economy which was suggested by numerous employers. These organizations were expecting a general downturn, a depressed outlook, a slowdown, a reduced economic growth rate, retrenchment, and a sluggish economy. The prospects of opportunities among these employers for new college graduates were decreasing.

The Iraqi invastion of Kuwait (25) and other world political events have many companies wondering about the future. This uncertainty about the U.S. economy, a possible recession, and maybe war are causing employers to approach hiring of new college graduates with conservative quotas.

The depth of the current recession (17) was also predicted to have a major bearing on new hires, according to employers. Even the potential of a recession causes reduced hiring goals. A full-blown recession would seriously hamper hiring.

Federal budget reduction efforts (20), the balance of payments in the world market, national debt, military expenditures, and overall government spending will play a role in new graduates hired by employers. Reduced federal spending translates to few jobs for new graduates; increased budgets yield more jobs. Government employers, defense contractors, and others relying on government spending are greatly affected.

The general business climate and consumer confidence were not much brighter. Higher oil prices (7), slower new car sales and home purchases (2), reduced military contracts (2), the savings and loan crisis (1), and sporadic Wall Street activity (2) were highlights. These were complicated by current interest rates (9) and inflation rates (7), according to surveyed employers.

Limited availability of job opportunities for new college graduates was jeopardized by serious layoffs in several sectors of the economy this past year, thus reducing the number of available job. Further hampering the market this year was the competition provided by experienced professionals who were already laid off (3). Professionals with experience will probably be considered before new college graduates. Further complicating the situation was a general decrease (or cutback) in staff size among organizations hiring new college graduates.

So job offers (9) will be less abundant, and a further tightening of the job market can be expected.

A number of organizations have stopped interviewing on college campuses because of layoffs of current employees or other reasons. How will these organizations maintain a "presence" on the campuses where they normally recruit?

Observations: According to surveyed employers, there are several activities that are quite appropriate for employers to pursue for maintaining a "presence" on college campuses where their organization normally recruits. These employers (5) indicate that a commitment to a continuing presence on campus is necessary, even in "lean" years, to maintain the organization's credibility. The employers' suggestions are described in the following paragraphs.

Presentations to student groups and faculty (59) are highly recommended. Volunteering representatives to conduct seminars and be guest speakers for student organizations, campus professional societies, faculty contacts, and other campus contacts is advised. Continued involvement with campus classroom presentations, lecture series, seminars, workshops, and technical presentations is helpful. By invitations from academic department faculty, explain "real world" problems and opportunities to students. Maintain involvement with student organizations, so students are aware of the employer when "good times roll again." Participate in on-campus speakers bureaus and meetings of professional associations. Write articles for university publications. Provide resources for classes or projects.

Attend and sponsor career fairs and open houses (53) presented by college placement offices and academic departments, but let the students know at the time you are not hiring. Be honest with students regarding employment opportunities and the business climate. Explain possibilities for future employment. Attend career fairs with information dissemination as the emphasis.

Continue to communicate and maintain rapport with placement offices and college faculty (23). Cultivate this relationship with faculty and placement directors. Send copies of annual reports with letter of explanation. Keep communications channels open! Let them know where you are and why. Be honest with them at all times. Effectively communicate your long-term interests and intent. Especially maintain relationships with staff in the disciplines where you have traditionally hired their graduates. Attend placement office functions such as tours of new facilities, luncheons with industry, baseball games, etc. Keep in touch with college placement personnel through monetary contributions, speakers, and equipment donations.

Corporate gifts, scholarships, and grants (18), especially monies directed at college placement offices are appreciated. Make donations, surplus equipment contributions, or other financial assistance to key departments on campus. Sponsor professional association dinners, career days, or other campus events.

Continue to recruit and hire highly qualified individuals to enhance your organization's ability to survive (3). Even in "lean" years, some organizations continue to recruit, but they limit their selections to the top candidates in an academic area. Continuing to accept applications for future employment prospects was recommended too.

Advertise in college, university, and student publications (11) to maintain student awareness of the organization, but do not falsely represent job openings. It is important that organizations keep presence with or without campus recruiting.

Maintain internship, cooperative education, and summer employment programs (19). Sponsoring technical writing programs are another way to enhance education for students.

Post notices of job opportunities (5) when they occur. Send open position descriptions to college career centers for posting.

Campus visits of alumni from the corporation (9) are effective. Encourage executive responsibility for selected campus contacts. By visiting during different social events, company recognition is maintained. Organizations might target certain schools and affiliate themselves with departments of interest.

Send literature to career centers (38) and keep the organization's materials current. Maintain company files in other locations on campus (i.e. academic departments, business libraries, etc.). Continue to market in your organization through posters, brochures, flyers, newsletters, videos, and other printed materials. College placement offices could assist organizations who can no longer recruit on-site by distributing pre-printed materials to students which would be furnished by these companies. Distribute information packets to placement offices.

Conducting company tours (8) for interested students, faculty, and placement office personnel is productive. Include organization facilities and operations. Invitations to selected university administrators, faculty, and placement personnel were advised.

Do NOT arrange actual campus interviews (6). Recruit on campus only if positions are available.

RESPONSES RECEIVED FROM ELEMENTARY AND SECONDARY SCHOOL SYSTEMS for 1990-91

Which category best describes your school district, and how many teachers, administrators, and other professional staff (full-time equivalent) are on the payroll of your school district this year (1990-91)? Absolute frequencies are listed for each answer on the first line and percentages of total on the second line. Responses are listed by TYPE OF SCHOOL DISTRICT.

Size of School District by Number of Salaried Employees

School District Categories

Frequency Percent	1-99	100-499	500-999	1000-4999	5000-9999	Total
Rural	18 16.07	16 14.29	2 1.79	0 0.00	0 0.00	36 32.14
Urban	1 0.89	5 4.46	12 10.71	15 13.39	3 2.68	36 32.14
Suburban	0 0.00	17 15.18	8 7.14	14 12.50	1 0.89	40 35.71
Total	19 16.96	38 33.93	22 19.64	29 25.89	4 3.57	112 100.00

Observations: A total of 112 elementary and secondary school districts responded to the 1990-91 Recruiting Trends survey. School districts with 100 to 499 teachers and other professional staff represented 33.9% of the respondents; those with 1,000 to 4,999 employees were 25.9% of the respondents; and school districts with 500 to 999 professional staff were 19.6% of the respondents. School districts with 1 to 99 employees were represented by 17.0% of the respondents and those with 5,000 to 9,999 teachers and professional staff represented 3.6% of the respondents.

Urban school districts represented by 32.1% of the respondents, suburban 35.7%, and rural by 32.1% of the respondents.

Regions of the United States were also adequately represented: northeastern region (15.5%), southeastern region (9.1%), northcentral region (48.2%), southcentral region (11.8%), northwestern region (5.5%) , and southwestern region (10.0%).

How many new teachers and other professional staff were hired by your school district for this year (1990-91), and how many new teachers and other professional staff does your school district expect to hire for next year (1991-92)? Responses are listed by TYPE OF SCHOOL DISTRICT.

	No. of School Districts	New Hires Last Year	Estimated Change This Year	Percent Change
Type of School Districts				
Rural	30	402	-98	-24.3%
Urban	29	3,716	-212	-5.7%
Suburban	29	2,425	-261	-10.7%
All School Districts	88	6,543	-571	-8.7%

Observations: Surveyed school districts expect to hire 9.2% fewer new teachers and other professional staff this year (1991-92).

Hiring is expected to decrease by 24.3% in rural school districts, 6.6% in urban districts, and 10.7% in suburban districts.

	No. of School Districts	New Hires Last Year	Estimated Change This Year	Percent Change
Geographical Area				
Northeast	14	1,104	85	7.6%
Southeast	8	673	-54	-8.0%
Northcentral	41	962	-285	-29.6%
Southcentral	10	2,390	-238	-9.9%
Northwest	5	505	-150	-29.7%
Southwest	10	909	71	7.8%
All School Districts	88	6,543	-571	-8.7%

Surveyed school districts expect increased hiring of teachers and other professional staff to occur in the northeastern region (7.6%) and the southwestern region (5.4%). All other regions of the United States are expecting decreases in hiring: northwestern region (-29.7%), northcentral region (-29.6%), southcentral region (-9.9%), and the southeastern region (-8.0%).

How many new teachers and other professionals hired for this year (1990-91) by your school district were minorities (Black/African-American, Spanish-American, Asian/Pacific Islanders, or American Indians) and how many were women? Responses are listed by TYPE OF SCHOOL DISTRICT.

New Teachers & Staff Hired Last Year	No. of School Districts	No. of New Teachers & Staff Hired	New Minority Teachers & Staff		No. of School Districts	No. of New Teachers & Staff Hired	New Women Teachers & Staff	
			Total Hired	Percent			Total Hired	Percent
Type of School Districts								
Rural	33	467	110	23.5%	33	426	297	69.7%
Urban	31	3,569	872	24.4%	31	3,809	2,687	70.5%
Suburban	34	3,840	498	12.9%	35	2,639	1,954	74.0%
All School Districts	98	7,876	1,480	18.7%	99	6,874	4,938	71.8%

Observations: According to surveyed school districts, 17.4% of the new teachers and other professional staff hired for this year were minorities (Black/African- American, Spanish-American, Asian/Pacific Islanders, or American Indians) and 63.9% were women.

Responses for size of school district varied from these averages for new minority teachers hired. Among small school districts (those with 1 to 99 employees), minorities represented 7.6% of new hires, and in school districts with 5,000 to 9,999 employees, minorities represented 32.3% of new hires. For other sizes of districts, their percentages of minorities among new hires were almost exactly on the average.

How many new teachers and other professionals hired for this year (1990-91) by your school district were beginners with no prior experience and how many had prior experience? Responses are listed by TYPE OF SCHOOL DISTRICT.

New Teachers & Staff Hired Last Year	No. of School Districts	No. of New Teachers & Staff Hired	Beginners without Experience		No. of School Districts	No. of New Teachers & Staff Hired	New Hires with Prior Experience	
			Total Hired	Percent			Total Hired	Percent
Type of School Districts								
Rural	29	223	108	48.4%	29	223	112	50.2%
Urban	31	3,702	1,626	43.9%	31	3,702	2,020	54.5%
Suburban	31	2,965	1,360	45.8%	31	2,735	1,342	49.0%
All School Districts	91	6,890	3,094	44.9%	91	6,660	3,474	52.1%

Observations: New teachers and other professional staff with no prior experience were represented by 36.8% of new hires this year in surveyed school districts.

This year (1990-91), what changes have occurred in the number of salaried employees working for your school district when compared to 1989-90? Responses are listed by TYPE OF SCHOOL DISTRICT.

Salaried Employees	No. of School Dis-tricts	No. of Salari-ed Employ-ees Last ear	Esti-mated Change This Year	Percent Change
Type of School Districts				
Rural	29	4,073	104	2.5%
Urban	27	48,588	653	1.3%
Suburban	30	38,977	789	2.0%
All School Districts	86	91,638	1,546	1.6%

Observations: According to 94 school districts responding to this question, the staff size of school districts increase (1.8%) last year. During this time, suburban districts increased by 2.6%, rural districts by 2.3%, and urban districts by 1.1%.

Responses are listed by EMPLOYER SIZE.

Salaried Employees	No. of School Dis-tricts	No. of Salari-ed Employ-ees Last Year	Esti-mated Change This Year	Percent Change
Size of School Districts				
1-99	17	906	15	1.6%
100-499	26	6,597	46	0.6%
500-999	17	11,573	-159	-1.3%
1000-4999	23	50,334	1,701	3.3%
5000-9999	3	22,228	-57	-0.2%
All School Districts	86	91,638	1,546	1.6%

Observations: When comparing changes in staff employed by school district size, it was noted that districts with 1,000 to 4,999 personnel (3.6%), districts with 1 to 99 personnel, and districts 100 to 499 professional staff (0.7%) increased, while districts with 500 to 999 personnel (-0.5%) decreased and those with 5,000 to 9,999 teachers remained the same size.

Responses are listed by GEOGRAPHICAL LOCATION.

Teachers	No. of School Dis-tricts	No. of Teacher Employ-ees Last Year	Esti-mated Change This Year	Percent Change
Geographical Area				
Northeast	14	18,439	221	1.1%
Southeast	7	18,819	-13	-0.0%
Northcentral	40	18,015	66	0.3%
Southcentral	11	21,075	671	3.1%
Northwest	5	5,489	130	2.3%
Southwest	9	9,801	471	4.8%
All School Districts	86	91,638	1,546	1.6%

Observations: When analyzing data from surveyed school districts by geographical region, the highest increases were reported in the southwestern region (4.5%), south-central region (3.0%), northwestern region (2.7%), and the northeastern region (1.2%). Very slight increases were reported in the southeastern region (0.1%) and the northcentral region (0.6%).

How many teachers received layoff notices from your school district in the 12 months prior to school beginning in September 1990? Responses are listed by TYPE OF SCHOOL DISTRICT.

	No. of School Districts	Average No. of Layoff Teachers	% of Layoff Teachers
Type of School Districts			
Rural	29	0	0.1%
Urban	28	4	0.6%
Suburban	34	4	1.4%
All School Districts	91	3	0.7%

Observations: A total of 279 teachers received layoff notices from 91 surveyed school districts. This is approximately 0.7% of the current teaching staff in all surveyed school districts. According to reports from surveyed districts, a slightly higher percentage of teachers in suburban school districts were laid off (1.4%), compared to 0.1% of rural teaching personnel and 0.6% of urban teachers.

	No. of School Districts	Average No. of Layoff Teachers	% of Layoff Teachers
Size of School Districts			
1-99	17	0	0.2%
100-499	28	5	1.8%
500-999	20	4	0.6%
1000-4999	23	1	0.0%
5000-9999	3	3	0.0%
All School Districts	91	3	0.7%

When reporting laid off teachers by size of school district, the highest percentages of lay offs came from school districts with 100 to 499 professional personnel (1.8%). Laid off teachers in other sizes of districts averaged less that 1%: districts with 1 to 99 professional personnel (0.2%), 500 to 999 (0.6%), 1,000 to 4,999 (less than 0.1%), and 5,000 to 9,999 (less than 0.1%).

How many teachers in your school district retired in the last 12 months and how many do you expect to retire this year (1990-91)? Responses are listed by TYPE OF SCHOOL DISTRICT.

Retirements in 1989-90:

	No. of School Dis-tricts	Average No. of Teachers Retired, 89-90	% of Teachers Retired
Type of School Districts			
Rural	30	2	1.4%
Urban	28	33	2.6%
Suburban	32	21	2.4%
All School Districts	90	18	2.1%

Observations: According to surveyed school districts, approximately 2.1% of their teachers retired in 1989-90. A slightly higher percentage of personnel in urban (2.6%) and suburban (2.4%) districts retired. Also, larger districts experienced a slightly higher rate of retirements: districts with 5,000 to 9,999 professional personnel (2.8%). For other sizes of districts, retirement percentages included: districts with 1,000 to 4,999 professional personnel (1.8%), districts with 500 to 999 professional personnel (2.5%), districts with 100 to 499 personnel (2.5%), and districts with 1 to 99 professional personnel (1.4%).

Retirements Anticipated in 1990-91:

	No. of School Dis-tricts	Average No. of Teachers Retired, 90-91	% of Teachers Retired
Type of School Districts			
Rural	31	2	1.6%
Urban	26	36	2.3%
Suburban	31	25	2.5%
All School Districts	88	20	2.1%

Observations: In 1990-91, approximately 2.1% of the teaching staff are expected to retire, almost matching retirements of personnel in 1989-90.

The percentage of personnel retiring from urban (2.3%) and suburban (2.5%) districts is expected to exceed the percentage from rural districts (1.6%). Also, larger districts are expecting a slightly higher rate of retirements than smaller districts. Retirement percentages expected by size of district included the following: districts with 5,000 to 9,999 professional personnel (3.6%), districts with 1,000 to 4,999 professional personnel (1.9%), districts with 500 to 999 professional personnel (2.3%), districts with 100 to 499 personnel (2.6%), and districts with 1 to 99 professional personnel (1.4%).

What changes does your school district anticipate when hiring new teacher education graduates with specific degree levels and academic majors? Responses are listed by ACADEMIC MAJORS.

Anticipated Hiring Change This Year	Number of Employers	New Hires Last Year	Estimated Change This Year	Percent Change
Academic Majors				
Elementary Ed.	37	2,967	-133	-4.4%
Computer Science	10	38	2	5.2%
English	17	413	-2	-0.4%
Foreign Language	14	178	-3	-1.6%
Home Economics	9	51	-5	-9.8%
Mathematics	26	405	12	2.9%
Music and Art	20	373	-44	-1.7%
Physical Ed.	23	259	-2	-0.7%
Sciences	28	364	36	9.8%
Special Ed.	37	884	44	4.9%
Other	20	556	55	9.8%
Professional Staff	28	515	-49	-9.5%
Administrators	22	227	-26	-1.4%

Observations: Although hiring of new teachers and other professional staff is expected to decrease by 9.2% this year, demand for certain academic majors is reported to increase. Among academic majors expected to increase in demand are sciences--chemistry, physics, earth science, and general science (+9.8%), computer science (5.2%), special education--emotionally impaired, learning disabled, mentally handicapped (+4.9%), and mathematics (+2.9%).

Decreases in demand are expected for English (-0.4%), physical education/ health (-0.7%), school administrators (-1.4%), foreign languages (-1.6%), music and art (-1.7%), elementary education (-4.4%), and home economics (-9.8%).

What were the sources of new teacher education graduates hired this year (1990-91) by your school district?

	Hiring Sources	
	No. of School Districts	Average
On-campus Interviewing	100	15.2%
Listings, Referrals from Placement Off.	100	21.1%
Campus Referrals	100	2.4%
Listings, Referrals from Emp. Agencies	100	0.2%
Referrals from Employees of Your Org.	100	4.5%
Co-op, Internship Programs	100	3.8%
Want Ads	100	9.1%
Unsolicited Requests from Pros. Employee	100	35.5%
Other	100	7.7%

Observations: According to surveyed school districts, the best source of new teachers and other professional personnel was unsolicited requests from prospective employees. Of new personnel hired by their districts last year, surveyed employers obtained 35.5% from this source. Candidate activity in this category included sending letters and resumes directly to personnel offices, personally visiting personnel offices, writing to school principals within an organization, and telephoning personnel departments and requesting personal interviews.

Job listings posted with college placement offices and candidate referrals from this source provided 21.1% of the new teacher education graduates hired by surveyed school districts last year.

Surveyed school districts reported that on-campus interviewing was still a very good source, since 15.2% of their new hires came from campus recruitment activities.

Next on the school districts' list of important sources for new hires was newspaper and journal advertisements. According to surveyed employers, 9.1% of their new hires came from this activity.

Student teachers working in their districts (3.8%); referrals from current employees of the school district (4.5%); applicant referrals from campus organizations, college faculty and staff, minority career programs, women's career programs, and high demand major programs (2.4%); and job listings and referrals from employment agencies (0.2%) provided the remainder of new hires.

NOTE: Because surveyed school districts included new hires in more than one category, percentages may not total 100%.

What qualities do you seek when hiring new teacher education graduates that are expected to contribute to professional success in your school district?

Observations: When rating qualities desired in new teacher education graduates hired by their school districts and expected to contribute to the professional success of their school districts, surveyed school districts provided the following list, arranged in order of importance:

Always Important:

Honesty and integrity
Dependability
Oral communication skills
Teaching competencies
Enthusiasm
An excellent example for others
Commitment to helping others
Emotional stability
Common sense
Attitudes toward work
Mental stability
Sense of responsibility
Reliability
Concern for others
Understanding of the classroom situation
Cooperativeness

Almost Always Important:

Ability to get things done
Initiative
Intelligence
Mental alertness
Desire to accept responsibility
Judgement skills
Well-developed work habits
Self-confidence
Writing skills
Courteousness
Energy level
Creative thinking skills
Adaptability
Personality
Friendliness
Possesses self-pride
Speaking abilities
Flexibility/ adaptability to change
Ambition
Motivation to achieve
Suitable/ neatness of appearance
Innovative ideas
Decision-making abilities
Self-reliance
Physical health
Excellent student teaching experience
Problem-solving skills
Sense of humor
Diplomacy/tactfulness
Maturity
Knowledge of work expectancy
Self-understanding
Perseverance
Responsiveness
Team management skills
Willingness to continue their education
Time management skills
Willingness to seek help
Sociability
Independence
Willingness to take extra assignments
Staying power and stability with an organization
Directness
Leadership skills
Ability to "go along" with an organization's way of doing things
Physical fitness
Tactical and strategic planning skills
Previous career related work experiences
Range of interests
Career aspirations
Appropriate establishment views
Willingness to relocate

Sometimes Important:

Interests in current events
Competitive abilities
Attitudes toward one's own family
Mathematical skills
Computer literacy
Entrepreneurial spirit
Ability to delegate to others
Ability to work in close quarters
Need for external reinforcement
Research skills
Budgeting abilities
Foreign language competencies
Candidate's prior knowledge of a school district

Seldom Important:

Youthfulness
Financial planning skills
Overseas travel interests

What was the annual starting salary for new bachelor's degree graduates hired by your school district this year (1990-91), and what annual starting salary do you expect to offer next year (1991-92)? Responses are listed by TYPE OF SCHOOL DISTRICT.

	Starting Salary for B.A. Last Year		Starting Salary for B.A. This Year		Change from Last Year
	No. of School Districts	Average	No. of School Districts	Average	Percent
Type of School Districts					
Rural	32	$19,965	31	$20,977	5.1
Urban	34	$21,519	31	$22,673	5.4
Suburban	36	$23,053	29	$24,327	5.5
All School Districts	102	$21,573	91	$22,622	4.9

Observations: The average annual starting salary paid this year for new bachelor's degree graduates with no prior experience was $21,573, according to surveyed school districts. Next year, starting salaries bachelor's degree graduates are expected to average $22,622.

Suburban school districts expected slightly higher starting salaries ($24,327); urban districts expected starting salaries at the average ($22,573); and rural districts expected a slightly lower average ($20,977).

Increases from last year are expected to average 4.9% for all surveyed school districts, with suburban districts expecting to increase their starting salaries an average of 5.5%, urban districts 5.4%, and rural districts 5.1%.

Responses are listed by GEOGRAPHICAL REGION.

	Starting Salary for B.A. Last Year		Starting Salary for B.A. This Year		Change from Last Year
	No. of School Districts	Average	No. of School Districts	Average	Percent
Geographical Area					
Northeast	15	$22,965	14	$24,387	6.2
Southeast	7	$21,081	7	$21,817	3.5
Northcentral	50	$21,539	44	$22,678	5.3
Southcentral	12	$20,514	10	$21,050	2.6
Northwest	6	$17,342	6	$18,069	4.2
Southwest	10	$24,071	9	$25,350	5.3
All School Districts	100	$21,599	90	$22,656	4.9

Observations: Starting salaries for new teachers and other professional personnel hired at the bachelor's degree level in surveyed school districts also varied by geographical region in the United States. Highest among expected starting salary averages were the southwestern region ($25,350) and the northeastern region (24,387). Averages expected for other regions were: northcentral region ($22,678), southeastern region ($21,817), southcentral region ($21,050), and the northwestern region ($18,069).

Continued . . .

What was the annual starting salary for new bachelor's degree graduates hired by your school district this year (1990-91), and what annual starting salary do you expect to offer next year (1991-92)? Responses are listed by EMPLOYER SIZE.

	Starting Salary for B.A. Last Year		Starting Salary for B.A. This Year		Change from Last Year
	No. of School Dis-tricts	Average	No. of School Dis-tricts	Average	Percent
Size of School Districts					
1-99	19	$19,710	18	$20,665	4.8
100-499	32	$21,554	27	$22,663	5.1
500-999	21	$22,462	19	$23,275	3.6
1000-4999	26	$21,775	23	$23,211	6.6
5000-9999	4	$24,580	4	$24,671	0.4
All School Districts	102	$21,573	91	$22,622	4.9

Observations: Size of school district also influenced expected starting salary averages and percentages of increase, according to surveyed school districts.

Larger school districts are expecting the highest starting salary averages: districts with 5,000 to 9,999 professional personnel ($24,671), districts with 1,000 to 4,999 professional personnel ($23,211), and districts with 500 to 999 professional personnel ($23,275). Smaller districts are expecting smaller averages: districts with 100 to 499 personnel ($22,663) and districts with 1 to 99 professional personnel ($20,665).

Expected percentages of increase will vary without regard for size of school district. The following percentages of increase are expected: districts with 5,000 to 9,999 professional personnel (0.4%), districts with 1,000 to 4,999 professional personnel (6.6%), districts with 500 to 999 professional personnel (3.6%), districts with 100 to 499 personnel (5.1%) and districts with 1 to 99 professional personnel (4.8%).

Next year (1991-92), what factors will significantly influence the hiring of new teacher education graduates in your school district?

Observations: Of the 40 school system responding to this question, a variety of answers were given. Two of the most common factors expected to influence the hiring of new teacher education graduates in surveyed school districts are financial conditions (14) and teacher retirement (12). For district reporting finances as a factor, three (3) specifically mentioned state funding for their districts as the major factor.

Other responses given by school systems: student enrollment (10), teacher turnover (5), the applicant's ability to use specific teaching strategies (4), state legislation influencing curriculum and finances (3), the qualifications of new teachers applying for positions (3), teachers needed by the school district with specific academic majors (3), new programs begun by the school district (2), and the ability to recruit minorities (1). Two (2) districts reported there were no major factors influencing their hiring at this time.

What was the annual starting salary for new master's degree graduates with no prior experience hired by your school district this year (1990-91), and what annual starting salary do you expect to offer next year (1991-92)? Responses are listed by TYPE OF SCHOOL DISTRICT.

M.A. with No Prior Exp.	Starting Salary for M.A. Last Year		Starting Salary for M.A. This Year		Change from Last Year
	No. of School Districts	Average	No. of School Districts	Average	Percent
Type of School Districts					
Rural	28	$21,788	27	$22,829	4.8
Urban	31	$23,059	26	$24,213	5.0
Suburban	33	$25,173	26	$26,444	5.0
All School Districts	92	$23,430	79	$24,474	4.5

M.A. with No Prior Exp.	Starting Salary for M.A. Last Year		Starting Salary for M.A. This Year		Change from Last Year
	No. of School Districts	Average	No. of School Districts	Average	Percent
Geographical Area					
Northeast	14	$25,133	11	$26,275	4.5
Southeast	7	$22,857	7	$23,483	2.7
Northcentral	46	$23,449	39	$24,716	5.4
Southcentral	11	$21,556	9	$22,204	3.0
Northwest	6	$19,545	6	$20,395	4.4
Southwest	8	$26,338	7	$27,700	5.2
All School Districts	92	$23,430	79	$24,474	4.5

Observations: The average annual starting salary expected this year for new master's degree graduates with no prior experience is $24,474, according to surveyed school districts.

Suburban school districts expected starting salaries this year to average $26,444; urban districts, $24,213; and rural districts, $22,829.

Increases from last year are expected to average 4.5% for all surveyed school districts. Suburban districts expect to increase their starting salaries for master's degree graduates by 5.0%. For urban districts, an increase of 5.0% is expected, and for rural districts, a 4.8% increase.

When reviewing starting salaries expected for master's degree graduates by geographical region, they included: northeastern region ($26,275), southeastern region ($22,483), northcentral region ($24,716), southcentral region ($22,204), northwestern region ($20,395), and southwestern region ($27,700).

Starting salary averages listed by size of school district followed the pattern established for bachelor's degree starting salaries: school districts with 5,000 to 9,999 employees ($25,681), school systems with 1,000 to 4,999 employees ($24,783), districts with 500 to 999 employees ($25,323), districts with 100 to 499 employees ($24,967), and employers with one to 99 employees ($22,306).

How many campuses did your school district visit for recruiting this year (1990-91), and how many campuses does your school district expect to visit next year (1991-92)? Responses are listed by TYPE OF SCHOOL DISTRICT.

	Campus Visits Last Year		Campus Visits This Year		Change from Last Year
	No. of School Districts	Average	No. of School Districts	Average	Percent
Type of School Districts					
Rural	35	1	34	2	15.5
Urban	33	19	33	22	11.6
Suburban	38	16	35	17	5.8
All School Districts	106	12	102	13	9.0

Observations: According to school districts responding, an increase of 9.0% is expected in campuses visited for recruiting this year. Rural districts are expected to become substantially more active, with an increase of 15.5%. Increases for urban and suburban districts are also expected, 11.6% and 5.5%, respectively.

Did your school district meet their hiring goals for new teacher education graduates this year (1990-91)? Responses are listed by TYPE OF SCHOOL DISTRICT.

	Achieve Hiring Goals Last Year			
	Yes		No	
	No. of School Districts	Percent	No. of School Districts	Percent
Type of School Districts				
Rural	31	88.5%	4	11.4%
Urban	26	72.2%	10	27.7%
Suburban	29	76.3%	9	23.6%
All School Districts	86	78.8%	23	21.1%

Observations: Of 109 surveyed districts responding, 78.8% met their hiring goals for new teacher education graduates. Rural districts were more likely to meet their hiring goals (88.5%).

When listing factors that prevented their school district from meeting their goals, surveyed employers listed the following: Shortages of applicants- bilingual teachers (1), minority applicants (7), hearing impaired teachers (2), school librarians (1), school psychologists (1), special education teachers (6), speech correctionists (1), and experienced teacher applicants (1).

Also mentioned as deterrents to meeting hiring goals were late cuts in staff (1), late resignations (1), late retirements (1), spouse relocations (1), unexpected leaves of absence (1), and the timing of hiring (1).

Do you believe there is an oversupply of new teacher education graduates (too many for each to find a position utilizing their college degree) at the present time? Responses are listed by TYPE OF SCHOOL DISTRICT.

	Oversupply of New Teacher Ed. Graduates					
	Yes		No		Depends	
	No. of School Dist-ricts	Percent	No. of School Dist-ricts	Percent	No. of School Dist-ricts	Percent
Type of School Districts						
Rural	16	47.0%	16	47.0%	2	5.8%
Urban	14	41.1%	19	55.8%	1	2.9%
Suburban	25	64.1%	13	33.3%	1	2.5%
All School Districts	55	51.4%	48	44.8%	4	3.7%

	Oversupply of New Teacher Ed. Graduates					
	Yes		No		Depends	
	No. of School Dis-tricts	Percent	No. of School Dis-tricts	Percent	No. of School Dis-tricts	Percent
Geographical Area						
Northeast	10	58.8%	6	35.2%	1	5.8%
Southeast	5	50.0%	5	50.0%	.	.
Northcentral	31	63.2%	15	30.6%	3	6.1%
Southcentral	3	25.0%	9	75.0%	.	.
Northwest	4	66.6%	2	33.3%	.	.
Southwest	1	9.0%	10	90.9%	.	.
All School Districts	54	51.4%	47	44.7%	4	3.8%

Observations: According to surveyed school districts, there is an oversupply of new teacher education graduates for suburban districts (64.1%), but not for rural districts (47.0%) or urban districts (41.1%).

Small districts, those with 1 to 99 professional personnel, also reported that new teachers were not oversupplied (38.8%), and districts with 1,000 or more personnel reported no shortage: districts with 1,000 to 4,999 personnel (46.4%) and districts with 5,000 to 9,999 personnel (50.0%). However, districts with 100 to 499 (58.3%) and 500 to 999 personnel (57.1%) indicated an oversupply.

When reporting availability of new teacher education graduates by geographical region, an oversupply was noted in the northwest region (66.6%), northcentral region (63.2%), and the northeastern region (58.8%). In the southeastern region (50.0%), a balanced condition was reported, but in the southcentral region (25.0%) and the southwestern region (9.0%), shortages of new teacher education graduates existed, according to surveyed school districts.

Academic areas cited as oversupplied were: elementary education (18), physical education (11), social studies-history, government at the high school level (12), English (6), business education (2), school counselors without teaching experience (2), and industrial arts (2).

An oversupply of moderate candidates (2) was noted, but school districts found a shortage of excellent candidates.

Is a new teacher education graduate's undergraduate grade point average a good indicator of future job performance in your school district? Responses are listed by TYPE OF SCHOOL DISTRICT.

	GPA A Good Indicator of Job Performance					
	Yes		No		Depends	
	No. of School Districts	Percent	No. of School Districts	Percent	No. of School Districts	Percent
Size of School Districts						
Rural	21	63.6%	10	30.3%	2	6.0%
Urban	27	79.4%	6	17.6%	1	2.9%
Suburban	25	69.4%	10	27.7%	1	2.7%
All School Districts	73	70.8%	26	25.2%	4	3.8%

Observations: Of the 103 school districts responding to this question, 70.8% agreed that a candidate's undergraduate grade point average was a good indicator of their future job performance. Urban districts were more certain, with 79.4% agreeing that grade point averages were good indicators.

When explaining reasons for grade point average as a good indicator, employers (6) mentioned that good grades are a measure of professionalism, show responsibility, demonstrate a commitment to excellence, show a student's comprehension of the subject matter, and indicate a serious approach to work.

Also indicated by good grades are an intelligence, a good academic background, a good work ethic, and a seriousness toward the profession.

In some school districts (3) where teachers are expected to apply a level of academic rigor, good grades are an indicator of the prospective teacher's personal standards. A graduating teacher should have a satisfactory to excellent academic record.

Several (15) mentioned that grade point averages were not the only indicators they used when rating a candidate. For one, several school district representatives used student teaching appraisals. According to these employers, students may do well in coursework, but not be able to work effectively with students.

According to some employers (8), it takes more than grades to become a good teacher. Qualities such as caring, mission, interest, support, love for children, energy level, and an example for others are just a few of the more important factors. These employers indicate that they would not want a 2.0, but a 4.0 does not mean perfection either!

As other examples, surveyed school districts cited, as better indicators, effective teaching strategies, applied knowledge in teaching, actual instructional practices and techniques, an ability to get along with others, an ability communicate to students at their levels, an honest desire to teach, and a willingness to change and try new things.

What are you seeking in career objectives written by graduating students on resumes that will indicate "top prospect" status?

Observations: Of 31 school districts responding to this question, the most common preferences given were candidates seriously looking for a career in education (7), the desire to work with and/or care for children (6), the desire to continue learning in education (5), flexibility in working with students (3), and a candidate who closely matches the school district's specific needs. Other responses given by school districts were the desire to be a good role model for students (2), and a willingness to supervise extra-curricular activities (2).

Are you noticing any changes in interests or attitudes among new teacher education students that may influence future campus recruitment activities by school districts?

Observations: Of the 26 responses received to this question, half (13) were generally very pleased with the current quality of teacher education graduates and did not foresee any trends among candidates that would cause them to change their recruitment activities. Specifically, they mentioned better preparation, readiness to work, and true commitment to teaching. Among these graduates, there has been a conscious effort to go into teaching from the beginning of their college careers, rather than try something else and fail, and then go into education.

On the negatives, some school districts (2) believe that too many new graduates are overly concerned with salary and benefits, and they are not concerned enough with their own skills, understanding, and knowledge of children and providing for their needs.

What job categories in your school district are experiencing the most growth in employment?

Observations: A wide variety of academic areas were listed by the 37 school districts responding to this question. According to these school districts, special education was the most common area for growth in school districts (19) and was many times the only academic area needing new personnel.

Other areas listed by school districts were bilingual (5), mathematics (4), science (4), teachers with a broad certification and able to teach at the middle school or junior high level (3), English as a second language (2), foreign languages (2), teachers with a broad certification and able to teach at the senior high level (2), teachers with classroom experience and able to teach at a variety of levels to meet state quotas (2), teachers for gifted students (1), early childhood (1), prekindergarden (1), media (1), computers (1) and counseling (1).

For new teacher education graduates hired by your school district, approximately what percentage leave during the following intervals? Responses are listed by TYPE OF SCHOOL DISTRICT.

The Percentage that New Hired Teachers Leave	During the First Year		During the Second Year		During the Third Year	
	No. of School Districts	Average	No. of School Districts	Average	No. of School Districts	Average
Type of School Districts						
Rural	30	7.5%	29	8.6%	27	8.2%
Urban	25	7.3%	24	6.0%	22	5.1%
Suburban	32	3.6%	29	4.1%	29	3.4%
All School Districts	87	6.0%	82	6.2%	78	5.5%

Observations: According to data provided by 87 school districts on new teacher turnover during the initial three years on the job, 6.0% are likely to leave during the first year, 6.2% during the second year, and 5.5% during the third year of employment.

Responses varied considerably among categories of school districts. Those employed by rural school districts left most often: 7.5%, 8.6%, and 8.2% during their first, second, and third years, respectively. New teachers in urban districts left almost as often: 7.3%, 6.0%, and 5/1% during their first, second, and third years, respectively. Suburban districts were least likely to lose a new teacher. During their first years in a suburban district, 3.6% of new teacher left the first year, 4.1% the second, and 3.4% the third year.

Responses are listed by SIZE OF EMPLOYER.

The Percentage of New Hired Teachers Leave	During the First Year		During the Second Year		During the Third Year	
	No. of School Districts	Average	No. of School Districts	Average	No. of School Districts	Average
Size of School Districts						
1-99	16	7.0%	16	11.0%	15	10.1%
100-499	33	5.6%	29	5.3%	27	4.6%
500-999	14	3.7%	14	3.7%	13	3.1%
1000-4999	21	7.1%	20	5.3%	20	4.6%
5000-9999	3	8.3%	3	7.6%	3	7.6%
All School Districts	87	6.0%	82	6.2%	78	5.5%

Observations: When reviewing data by size of school district, as reported by 87 school districts, turnover was highest during the first year in school districts with 5,000 to 9,999 professional personnel (8.3%), districts with 1,000 to 4,999 teachers and other professionals (7.1%), and districts with 1 to 99 personnel (7.0%). Much lower turnover rates were reported by school districts with 500 to 999 personnel (3.7%) and 100 to 499 personnel (5.6%).

Highest among turnover rates were new teachers leaving school districts with 1 to 99 personnel after the second year (11.0%) and the third year (10.1%).

Reported among data distributed by geographical regions, lowest turnover rates were reported in the northcentral region (3.9%) and northeastern region (4.7%) for new teachers during the first year. In these regions, teaching opportunities are more difficult to find, so teachers are holding onto their jobs. In the southcentral region (10.2%) and the southwestern region (10.8%), teachers are leaving more rapidly during the first year. In these regions, job opportunities are more plentiful.

What techniques have been used by your school district to reduce turnover among new hires?

Observations: According to 35 employers responding with lists of successful techniques, it is extremely important that the new teacher feel comfortable in his/her new environment (personal, social, and work areas). As examples, some districts (10) assign an experienced mentor teacher to work with the new teacher for a whole year to help the rookie fit into the school system more quickly. Also, principals were advised to work more closely with beginning teachers.

Close communication with new teachers and helping them to become part of an educational team is advised (2). According to one employer, "New teachers need to know they are important and needed." By providing better performance appraisals, and being aware of the new teacher's needs, many districts are helping them become quickly acclimated to their new environment and involved with their students and school staff.

New teacher orientation programs (2) are often used, and staff development seminars for new teachers are provided. These activities include ITIP, cooperative learning, and reading instruction. Also, personnel offices in some districts follow up with every new teacher on a periodic basis.

Adequate beginning salary and excellent benefits are sufficient encouragement for many new teachers, according to district personnel (3). As another benefit, reimbursement for graduate courses is paid after the first year on the job.

Careful pre-employment screening was another technique used by a district (1). This district also recommended background and reference checks, and they emphasized proper placement in a teaching assignment. Attempting to hire people whose philosophy and goals match the district's is an objective that helps some school districts.

To collect data on teachers leaving districts, termination conferences are held (2). During these interviews, those terminating their employment with a district are asked to give reasons for leaving. But another district mentioned that they do not discourage any staff member from seeking "greener pastures." According to this employer, it does not help.

Overall, how health-oriented is your school district toward teaching and professional staff at the present time?

Observations: According to 110 school districts, their school districts are fairly health-oriented. Personnel representatives provided the following responses: very health-oriented (20.0%), rather health-oriented (30.0%), and fairly health-oriented (32.7%). Only 14.5% described their districts as not too health-oriented, and 2.7% reported their school districts as not health-oriented at all.

Rural districts were described as fairly health-related by 44.4% of respondents, and all 2.7% of the respondents reporting work environments as not health-oriented at all were urban districts.

Among health-related activities encouraged by school districts were wellness programs (14) and physical fitness activities (8). Other components are employee assistance programs (6) including yearly physicals.

Staff training includes stress workshops, weight control classes, walking programs, CPR training, good nutrition information, smoke-free buildings, and cancer testing.

Physical activities, beside walking, include aerobics, volleyball, basketball, swimming, racquetball, exercise classes, dancing, intramural sports, and olympic competitions.

Health checks include tuberculosis skin exams, cholesterol checks, blood pressure tests,

Based upon your knowledge and experiences, what will be the availability of employment opportunities for new teacher education graduates during 1991-92 in your own school district, adjacent school districts, districts within your state, and in each geographical region of the United States? Responses are listed by GEOGRAPHICAL REGION.

	Response Categories										Total Response		Total
	Very High		High		Medium		Low		Very Low				
	N	PCTN	N	PCTN	N	PCTN	N	PCTN	N	PCTN	N	PCTN	MEAN
Job Market Conditions for New Teachers													
Own School District	11	11.3%	23	23.7%	33	34.0%	23	23.7%	7	7.2%	97	100.0%	2.9
Adjacent School Districts	8	9.0%	20	22.7%	31	35.2%	25	28.4%	4	4.5%	88	100.0%	3.0
School Districts Within State	11	13.5%	14	17.2%	37	45.6%	16	19.7%	3	3.7%	81	100.0%	2.8
Northeast	1	4.1%	2	8.3%	7	29.1%	10	41.6%	4	16.6%	24	100.0%	3.6
Southeast	3	12.5%	13	54.1%	6	25.0%	2	8.3%	.	.	24	100.0%	2.3
Northcentral	2	6.2%	1	3.1%	14	43.7%	14	43.7%	1	3.1%	32	100.0%	3.3
Southcentral	4	16.0%	7	28.0%	7	28.0%	7	28.0%	.	.	25	100.0%	2.7
Northwest	.	.	3	16.6%	8	44.4%	6	33.3%	1	5.5%	18	100.0%	3.3
Southwest	4	14.2%	13	46.4%	8	28.5%	2	7.1%	1	3.5%	28	100.0%	2.4

Observations: As reported from the experiences and judgment of 97 surveyed school districts, "high availability" of employment opportunities for new teacher education graduates will exist in the southeastern and the southwestern regions of the United States. Those regions receiving a "medium availability" rating were the northwestern, northcentral, and southcentral regions of the United States. Low availability of jobs for new teacher education graduates was expected in the northeastern region of the United States.

Does your school district require testing of new hires for drug use, AIDS, or alcohol?

	Response Categories										Total Response		To-tal
	Always		Usually		Some-times		Seldom		Never				
	N	PCTN	N	PCTN	N	PCTN	N	PCTN	N	PCTN	N	PCTN	MEAN
Require testing for New Hires													
Drug Use	5	4.7%	1	0.9%	5	4.7%	1	0.9%	93	88.5%	105	100.0%	4.7
AIDS	3	2.8%	.	.	.	.	4	3.7%	100	93.4%	107	100.0%	4.9
Alcohol Level	1	0.9%	.	.	1	0.9%	6	5.6%	99	92.5%	107	100.0%	4.9

Observations: According to 105 school districts responding to this question, drug testing of new teacher education graduates was required by 10.3% last year. This compares to 3% requiring drug testing in 1988-89.

Testing for alcohol levels among new teacher education graduates was required by 0.9% of surveyed school districts last year, and AIDS testing was required by 2.8%. This compares to 2% and 1%, respectively, in 1988-89.

If your school district does not presently screen job applicants for drug use, alcohol levels, or AIDS, do you expect to initiate a testing program?

	Timetable										Total Response		To-tal
	Within One Year		Within Two Years		Within Five Years		Not Likely		Do Not Know				
	N	PCTN	N	PCTN	N	PCTN	N	PCTN	N	PCTN	N	PCTN	MEAN
When to Start A Testing Program													
Drug Use	3	2.9%	9	8.8%	17	16.6%	41	40.1%	32	31.3%	102	100.0%	3.9
AIDS	.	.	2	1.9%	10	9.9%	53	52.4%	36	35.6%	101	100.0%	4.2
Alcohol Level	3	2.9%	6	5.8%	14	13.5%	46	44.6%	34	33.0%	103	100.0%	4.0

Observations: Of surveyed school districts currently not screen job applicants for drug use, 2.9% intend to initiate a drug testing program within one year, 8.8% within two years, and 16.6% within five years. Of school districts not currently screening for alcohol levels, 2.9% intend to initiate an alcohol testing program within one year, 5.8% within two years, and 13.5% within five years. Of the school districts not screening for AIDS, none intend to initiate an AIDS testing program within one year, 1.9% within two years, and 9.9% within five years.

EMPLOYERS RESPONDING TO RECRUITING TRENDS 1990-91

-A-

A P Parts Company
A W Management
ADM Company
AGA Gas Inc.
ARA Business Dining Service
ASG Industries Inc.
Acme Electric Corporation
Adult Career Training
Aetna Cement Corporation
Agway Inc.
Alcon Labs
American Management Systems Inc.
American National Bank & Trust
American National Life Insurance
American Electric Power
American Tape
Ameritech Publishing
Ames Laboratory
Amoco Performance Products
Amp Incorporated
Andersen Consulting
Anheuser Busch Company
Applied Materials
Applied Physics Laboratory
Aquidneck Data Corp.
Argonne National Laboratory
Arkansas Gazette
Arkansas Power & Light
Armstrong World Inc.
Army Information Systems Command
Arthur Andersen & Company
Ashland Oil Inc.
Atlanta Gas Light Company
Atlantic Electric
AutoLite
AVCO Finances-Textronix

-B-

BGT Landscape Company
BP Exploration
Baker & Taylor
Baltimore Gas & Electric
Barnetts Banks Inc.
Basic Four Information Systems
Battelle Memorial Institute
Bay Technical Association
BayBanks
Beene Garter and Company
Belk Stores Services
Bendix/Oceanics Division
Bergen Mercy Hospital
Bill Knapp's Restaurants
Black & Veatch
Bloom Engineering Company
Blue Cross-Iowa
Blue Cross/Blue Shield
Boca Raton Resort/CL
Bocknek Berger & Ghersi
Boehringer Ingelheim
Boeing Company
Bonne Bell
Bonneville Power Administration
Borden Chemical Company
Bordener & Association
Boy Scouts of America
Broad Vogt & Conant

-C-

CNN
California Thrift & Loan
Caro Regional Mental Health Center
Carstab Products
Caterpillar
Cenex Land O'Lakes
Centennial Group
Centerior Energy
Centex Homes Corporation
Champion International
Chevron Corporation
Chicago & N W Transportation
Chrysler Corporation
Chubb
Cincinnati Gas & Electric
Cintas Corporation
Circle Pines Center
Citibank
Central Illinois Public Service

Columbia Gas Distribution
Community Mental Health
Commications Satellite
Commerce Bancshares
Commonwealth Edison
Congressional Office Technicians
Cooker Restaurant Corporation
Corning Glass Works
Country Fresh Inc.
Countrymark
Creative Restaurant Management
Creative Solutions
Crown Group

-D-

D W Krane Inc.
Data Systems Network
Davey Tree Expert Company
Denny's Inc.
Detroit, City of
Devilbiss Company
Disneyland
Doubletree Hotels
Drummond Company Inc.

-E-

E-Systems Inc.
E3 Services
ESCO Company
Edward C Levy Company
Elias Brothers' Restaurants
Elliott Company
Entertaining Moments
Environment Research Institute
Ernst & Whinney
Excel Corporation

-F-

Farm Credit Service
Federal Highway Administration
Ferguson Enterprises
Financial Services of America
Firestone Industrial Products
First City Bank - Dallas
First Investors Corp.
First Michigan Bank
First of America
Fisher Big Wheel
Fisher Scientific Company
Fluor Daniel Inc.
Fluor Engineers Inc.
Flexible Corp., The
Ford Aerospace
Ford Motor Sales Operations
Ford Parts & Service
Ford World Headquarters

-G-

Gamse Lithographing
Gardenscape
Gas Research Institute
General Electric Company
General Motors Corp.
General Research Company
Georgia Power & Electric
Geupel De Mars Inc.
Gold Kist Inc.
Goodyear Tire & Rubber
Goulds Pumps Inc.
Great Lakes Jr. College
Greater Detroit Chamber of Commerce
Guest Quarters Hotels

-H-

H M Smyth
Hendrix & Dail Inc.
Herman & MacLean PC
Hills Department Stores
Hitachi Magnetics
Honeywell Inc.
Honeywell Avionics
Hoover Company
Host/Travel Division
Houston Industries
Hyatt Hotels Corp.
Hyde Athletic Industries

-I-

IBM Corp.
IDS Financial Service
IEX Corporation
IFR Inc.
ITT Aerospace, Optics Division
Ikeda Engineering
Indiana Dept. of Natural Resources
Industrial Risk Insurers
Industrial Service Technicians

Ingham County Personnel
Inland Container
Insurance Service Office
Intersate Power Company
Iowa Beef Processors
Iowa Dept. of Corrections
Iowa Resources
Irish Hills Girl Scout Camp

-J-

J Byrons Department Stores
J M Smuckers Company
J Walter Thompson Company
JC Penney Company Inc.
Jackson National Life Inc.
John McClellan Memorial Hospital
Johnson Controls
Johnsonville Foods

-K-

KPM Peat Marwick
Kansas, State of
Kids Mart
Kosh Industries

-L-

L D Hepfer & Company
LTV Aircraft Product
LTV Steel Company
La Senorita Mexican Restaurant
LaBelle Management
Laetus Systems
Lanier Worldwide
Lansmont Corp.
Lazarus Department Stores
Lehn & Fink
Liberty Mutual Insurance
Los Angeles Water & Power Co.
Lovebox Company Inc.

-M-

MIT Lincoln Lab
MacCabees Life Insurance
Manchester, The
Maner Costerisan
Manteq
Manufacturer's Hanover Trust
Marion Merrell Dow
Market Strategies
Marriott Courtyard
Marsh Products
Martin Marietta
Masland Carpets
McDonnell Douglas
McEndarffer, Hoke & Bernhard, P.C.
Mears Engineering
Medicalodges Inc.
Memory Gardens Corp.
Mensha Corp.
Mental Health Center
Mervyn's Department Stores
Metro Edison Company
Michigan Biotechnical Institute
Michigan Department of Corrections
Michigan Insurance Bureau
Michigan State Police
Michigan State University Housing
Michigan Bell/Ameritech
Midwest Commerce Bank
Milwaukee County
Minnesota Mining Manufacturing
Minnesota Power & Electric Co.
Missouri Highway & Transportation
Modular Systems Inc.
Molmec Inc.
Monical's Pizza Corp.
Moore Living Centers
Moore Products Company
Morrison's Specialty Restaurants
Morton F. Plant Hospital
Morton Salt
Motor Wheel Corp.
Mott Foundation
Mountain Company Inc.
Muskegon County

-N-

NBD Bank, N.A.
NCR Corp.
Naples Tomato Growers
National Farmers Organization Inc.
National Multiple Sclerosis
National Semiconductor

Navistar International
New Pennsylvania Motor Express
New York Life Insurance
New York State Insurance
New York State Transportation
Newport News Shipbuilding
North America Life & Health
Northern Telecom Inc.
Northville Lumber Company
Northwest Air Inc.
Nosan & Cohen Associates

-O-

O'Brien & Gere Engineers
Occidental Chemical Corp.
Office Audit General
Ohio Bell Telephone
Oklahoma Natural Gas
Olin Defense Systems
Olofsson Corp.
Omaha Public Power
Osco Drug Inc.
Oshkosh Truck Corp.
Owens Illinois
Owens-Corning

-P-

Pennsylvania Power & Light Company
Pacific Telesis Group
Pennsylvania Electric Company
Pep Industries
Philip Morris USA
Phillips Petroleum
Piccadilly Cafeteria
Pier One Imports
Pillsbury
Pittsburgh National Bank
Plante & Moran
Premier Autoware
Prime Metals
Principal Financial
Prudential Finance Service

-Q-

Quaker Oats

-R-

Rand Corp.
Residence Inn
Rhone Poulenc
Rich's Department Stores
Riley Consolidated
Riverside County
Robertson Brothers
Rochester Telephone Corporation
Rocket Research Company

-S-

SKJ Corporation
San Antonio Public Service
Santee Cooper
Sanwa Bank California
Schippers Kintner Robertson, P.C.
Seaboard Seed Company
Shirt Tales Inc.
Siemens Medical Systems
Simplified Tax Service
Singer-Link Flight
Slakey Brothers Inc.
Snap-On-Tools
Solar Turbines Inc.
Southeast Bank National
Southwest Research
Southworth International
Southwestern Public Service
Sparton Electronics
St. Francis Hospital
St. Joseph Hospital
St. Louis County Water
St. Mary RB Inc.
Stambaugh Thompson
Stanley Consultants
Star-Tex
State Personnel Board
Stauffer Communications
Structural Dynamic Resources
Subway Sandwiches
Summit Group Inc., The
Sybra, Inc.
Syracuse Research Company
Syska & Hennessy Inc.

-T-

Tallahassee Memorial Region
Tamarack Camps
Target Stores
Technica Inc.
Teleco USA
Teledyne
Tulsa Tribune, The
Thermotron Industry
Thiokol Corporation
Thomas & Betts Corp.
Thomson Consumer Electric
Titanium Metals Corp.
Travelers Insurance Company
Troy Design Inc.
Turner Construction
Tyler Refrigeration

-U-

US Bureau of Census
US Comptroller of Currency
US Defense Comm. Agency
US Dept. of Agriculture
US Dept. of Commerce
US Dept. of Defense
US Dept of Justice
US Marine Corps
US NASA Ames Res Ctr
US NASA JFK Spacecenter
US Naval Air Test Center
US Naval Research Laboratory
US Naval Ship Weapons Systems Engineering
US Naval Undersea Warfare
US Naval Weapons Center
US Navy
USG Corp.
Union Camp Corp.
Union Electric Co.
Union Rock & Materials
United Conveyor Corp.
United Hospital
United Illuminating
United Inter MTN Tel
United Technologies
University of Chicago Hospital
University of Michigan

-V-

VF Corp.
Van den Bergh Foods
Vanity Fair Mills
Veterans Administration
Village of Wilmette
Virginia Dept. of Transportation
Vista Chemical Co.
Volkswagen of America

-W-

WW Engineering & Scientific
Wacker Silicone Corp.
Wade Trim & Associates.
Wal-Mart Stores Inc.
Waldenbooks
Washtenaw Co. Roads
West Pennsylvania Power Co.
Western Publishing
Westinghouse Electric
Westvaco Corp.
Williams Company, The
Wilmington Trust
Winegardner & Hammon
Wirtz MFG Co.
Wisconsin Dept. of Transportation

-X-

Xontech Inc.

-Y-

Yeo & Yeo
York International
Yosemite Park & Resorts

-Z-

Zenith Electronics

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